

Karri-Pekka Kauko

SPONSORING - A PART OF COMPANY'S MARKETING
COMMUNICATION

Case: Jalas – Urho Viljanmaa Oy

Business Economics and Tourism

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FOREWORDS

Completing the thesis was at the same time both challenging and easy for me. I found the subject very interesting and that helped the progress very much. The challenging part of the thesis was to find information regarding to sponsorship. It is a relatively new phase in the marketing communication field and there are surprisingly little literature and information about it. Sponsoring has also adapted and developed a great deal in the recent five to ten years while events, media and organizations have developed. The information that I have collected is relatively old but I still believe that the basic idea and objectives are the same and sponsoring works mainly towards the same idea and objectives that five or ten years ago.

I hope that I have succeeded to collect the central and most important factors that are connected to sponsorship and marketing communication into my work. I hope that the reader will get a good and clear understanding of the matters what is sponsoring, how is it used and how is it connected to marketing communication.

I would like to thank my thesis supervisor Satu Lautamäki for all the support and great ideas, sometimes it felt like we were doing this thesis together.

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Karri-Pekka Kauko

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VAASAN AMMATTIKORKEAKOULU

VAASA UNIVERSITY OF APPLIED SCIENCES

Degree Program of International Business

ABSTRACT

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The purpose of the thesis is to define the concept sponsorship and how it is part of companies' everyday marketing communications. The thesis was completed as personal research based on the literature found on sponsorship.

The theory part of the thesis starts with an investigation of concept sponsorship and comparison its differences with advertising and charity. Sponsoring strategies and objectives are also stated and studied. Sponsorship is also placed to the field of marketing communications and it is investigated as a part of companies marketing communications.

The empirical part of the thesis consists of investigation of the case company Jalas's sponsorship actions. The company's conspicuousness and associations aroused through their sponsorship and other actions will be studied and analyzed by using the quantitative research method and completing a survey.

Everyone has probably their own opinions on the concept sponsorship because its meanings can vary depending on the intentions. For companies however, the concept sponsorship has developed a marketing communication tool which can be used to gain benefits. Awareness is one of the main elements in sponsorship; often the results of sponsorship are measured on the computational value of awareness.

Keywords: Marketing, Marketing communication, Sponsorship

VAASAN AMMATTIKORKEAKOULU

Degree Program of International Business

TIIVISTELMÄ

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Opinnäytetyön tarkoituksena on tutkia mitä on sponsorointi ja miten se on osa yritysten jokapäiväistä markkinointiviestintää. Opinnäytetyö suoritettiin lähes kokonaan omakohtaisena tutkimuksena perustuen sponsoroinnin teoriaa käsittelevään kirjallisuuteen.

Opinnäytetyön teoreettisessa osassa tarkastellaan aluksi käsitettä sponsorointi ja verrataan sen eroja mainontaan ja hyväntekeväisyyteen, sekä käydään läpi sponsoroinnin strategiat ja tavoitteet. Lopuksi sponsorointi sijoitetaan markkinointiviestinnän kenttään ja tarkastellaan sponsorointia yhtenä osana yritysten markkinointiviestintää.

Opinnäytetyön empiriaosassa tarkastellaan esimerkkiyritys Jalaksen sponsorointitoimia. Yrityksen sponsoroinnin herättämiä mielikuvia tullaan tutkimaan ja analysoimaan käyttäen kvantitatiivista tutkimusmenetelmää.

Sponsoroinnin käsitteestä jokaisella on varmasti omat tulkintansa, sillä sponsoroinnin tarkoituksesta riippuen sen merkitykset voivat vaihdella. Yrityksille sponsoroinnista on kuitenkin kehkeytynyt markkinointiviestinnän väline, jolla tavoitellaan vastahyötyjä. Näkyvyys on yksi keskeinen elementti sponsoroinnissa; usein sponsoroinnin tuloksia arvioidaankin näkyvyyden laskennallisen arvon mukaan.

Asiasanat: Markkinointi, Markkinointiviestintä, Sponsorointi

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1. INTRODUCTION

It is almost impossible to give a literal definition of the concept sponsorship. The word sponsorship can mean several different things, most commonly it is used to guarantee, present, advertise and finance a certain activity. All factors mentioned above are definitely linked to the concept sponsorship. For the receiver, sponsorship usually means supporting and financing its actions. In that way sponsorship can also be defined as charity, because the finance receiver is not giving the compensation back. With the financing from the organizations many sports, culture or art related projects verify their viability. On the other hand that does not tell very much about the nature of bilateralism in the actions.

The decrease of societies' resources in the fields of sports, culture and arts has for sure increased the importance of sponsorship as one of the main financing sources. On the other hand the organizations' effort to gain more market value has commercialized the meaning sponsorship. Kitchen & Pelsmacker defines sponsorship as financial or other investment to certain action, where the replacement is to take advantage of the actions commercial potential. (Kitchen & Pelsmacker 2004, 94) That what was earlier considered as supporting and financing has developed as a tool in organizations marketing communication.

1.1. Purpose and objectives of the thesis

The main purpose in this study is to investigate what sponsorship is and how it is used as a tool in marketing communication. When reading this thesis the main objective would be that the reader would get a good and clear idea of what sponsoring is, how it is done, what are the main objectives and how is it used in everyday marketing communication. The research problems, what sponsorship is and how it is used as a tool in marketing communication will be answered with the help of the three main objectives.

The first objective is to define the concept sponsorship, what it is and what it is not. The study will also go through the main types of sponsorship and how it is used by introducing the different strategies of sponsorship. The main objectives of sponsorship will be also introduced to help understand why the organizations are doing sponsorship.

The second objective is to define sponsorship as a marketing communication tool. The main goal is to investigate how sponsorship is linked to the field of marketing communication and how it is part of the marketing communication mix.

The third objective is to do a study for case-company Jalas, by using theoretical study as a framework. The case-company's conspicuousness and the associations aroused among people are studied and analyzed. Own conclusions and suggestions are also stated on the matter.

1.2. Progression of the study

The first chapter will be basic introduction to the subject. The theory part consists of the chapters two and three. The second chapter starts with the definition of sponsorship, basically what it is and what it is not. The chapter will go on by introducing more detailed information about different sponsorship types and methods. The end part of the second chapter the paper will go little deeper and present the different sponsorship strategies and main objectives. In the third chapter sponsorship is introduced as one of the key tools in everyday marketing communications. The chapters' four will cover the empirical part of the study. In the chapter the research methodologies are being discussed and chosen and also the Case-company Jalas is being introduced and their sponsorship activities discussed. It will also cover the research part of this study and the questions and outcomes of the questionnaire are being analyzed. The fifth chapter is for the conclusions.

2. DEFINING SPONSORSHIP

The second chapter is going to define the concept sponsorship, what it is and what it is not. The chapter will also go through the main types of sponsorship and how it is used by introducing the different strategies of sponsorship. The main objectives of sponsorship will be also be introduced to help understand why the organizations are doing sponsorship.

2.1. What is sponsorship?

The word sponsoring is often used to describe the marketing co-operation between businesses and especially sports and culture (Alaja 2000, 104). The word sponsoring is also defined as a business relationship between a fund or resource provider and an organization or individual. It is basically an exchange made by the sponsor and the beneficiary, sponsoring is always an investment (Skinner & Rukavina 2003, 1-2). Sponsorship is as an element of the international marketing communication mix that has increased its value as important and professional way of doing marketing (Kitchen & De Pelsmacker 2004, 105). Sponsorship differs from all the other international marketing communication mix instruments in a way that it is very flexible, it can serve multiple objectives simultaneously, but it is still more suited for some objectives than for others (De Pelsmacker, Geuens & Van den Bergh 2007, 321).

It is rather difficult to define the concept sponsoring, for businesses the main value is to get visibility and gain more profit. For an individual, an event or an organization it is often a way to survive economically. Daniel Tuori (1995, 7) defines sponsoring as follows, “Sponsoring is individuals, groups, events or other actions image-renting and benefitting to specific marketing communication purposes”.

Sponsorship is more than supporting, altruism, or benefactor. It can really help others and at the same time support to complete an organizations’ communication objectives. As sponsorship goes more further it requires a relatively deep level of

management understanding to its wide range of programs, objectives, advantages and disadvantages (Smith & Taylor 2002, 452). Generally speaking it has two main fundamental objectives of advertising, the willingness of getting awareness of the product or organization and the promotion of positive messages of the product or organization (De Pelsmacker et al. 2007, 321).

In sponsorship, an organization supports for example an athlete or sport, in order to connect the image of the object to the organizations' own image. Sponsorship is often considered as a supportive action: hoping that it will complete organizations relationship actions and advertisement. (Vuokko 2003, 303)

The word sponsoring has also got a quite a lot of negative implications, it is often considered as a supporting action without compensation. Even in the Finnish dictionary the word sponsoring is described as a financier or a financial supporter. (Alaja 2000, 104)

The foundation for a successful sponsoring relationship is to find a suitable solution to every party involved in the sponsoring process (Alaja 2000, 104). All the involved parties must be dedicated to achieve the agreed goals throughout the whole sponsorship period. A successful sponsorship relationship provides unique added value for both sponsor and the beneficiary (Wärtsilä stakeholder magazine/Takkunen).

Often the most important factor in sponsoring is to get media visibility or general visibility among the eyes of a certain target group (Vuokko 2003, 304-305). The target group must be researched properly and appropriate tools for sponsoring must be agreed and selected (Smith & Taylor 2002, 452).

When dealing with sponsorship, it can make a real difference to business. When there is a real match between the parties involved, the link between the beneficiary and the sponsoring company's services and products can generate the positive hype and atmosphere that was desired. (Wärtsilä 2007)

Sponsorship can be a very powerful factor in building and supporting brand awareness, in enhancing brand image and building and supporting customer loyalty. One very important branch in sponsorship is its ability to create relationships with various internal and external stakeholder groups. (Kitchen & De Pelsmacker 2004, 105)

Sponsorship is very likely to grow in importance in the near future because of its flexibility and it is often much cheaper than e.g. advertising and it can have effects both in brand and corporate image. (Blythe 2005, 248)

Basic elements of sponsorship are the following: (Alaja 2000, 105)

- Sponsoring is counter valued co-operation between the sponsoring company and sponsoring object.
- Sponsoring is a part of a company's objective marketing communication.
- The object of sponsoring is often involved in sports or culture but can also be something else.
- The sponsoring company rents the positive image of the sponsored object.
- Sponsoring is often linked with all the features in marketing communication.
- The main goal in sponsoring is that the both parties involved will benefit from the action.

2.1.1. Main types of sponsoring

We can separate out three major types of sponsoring, event sponsorship, cause-related sponsorship and broadcast sponsorship. In event sponsorship, an organization basically organizes or is involved in the organizing of an event by sponsoring it. In cause-related sponsorship an organization links itself as a supporting member in good cause or a social-profit organization. Broadcast sponsorship means that an organization is using mass media to promote itself or

its brands. Mass media in this case means television. Event sponsorship is the most traditional form of sponsorship and also the most popularly used. In recent years cause-related and broadcast sponsorship are increasing their share in the sponsoring budgets. (Kitchen & De Pelsmacker 2004, 97-98)

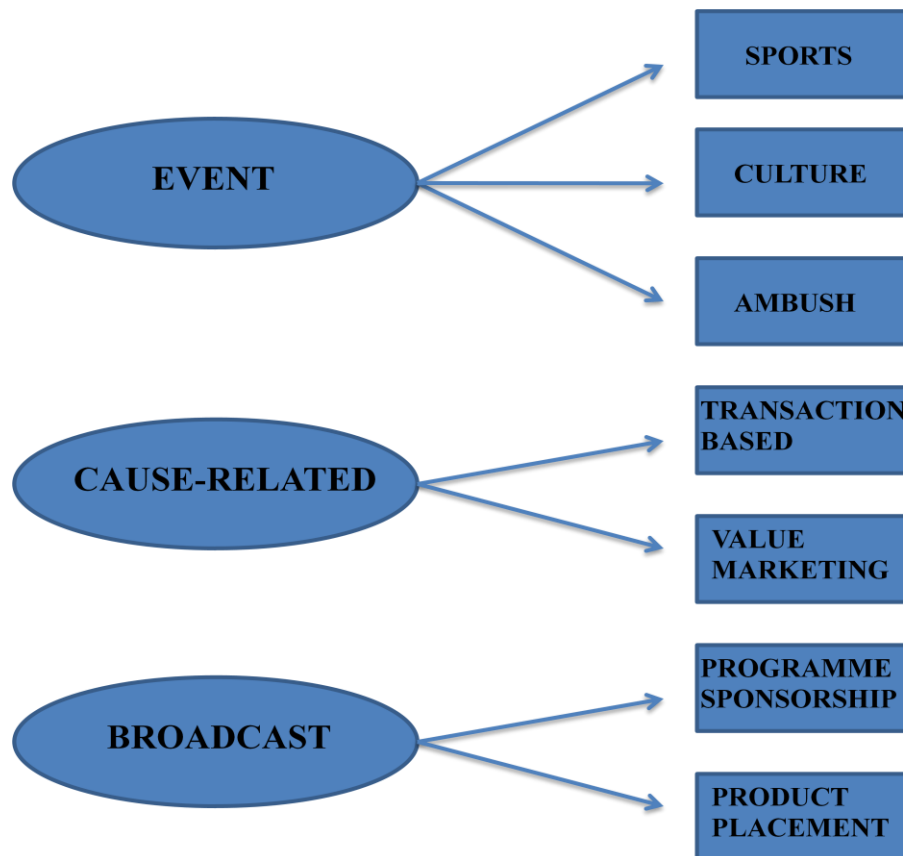


Figure 1. Main types of sponsorship. (Kitchen & De Pelsmacker 2004, 98)

The oldest and still the most important type of sponsorship is event sponsorship; in event sponsorship an organization can have a larger positive impact on the brand image than in other types of sponsoring. When an organization is associating itself with a sports or a culture event, the organization can position its brand in a pleasant and involving atmosphere. The organization is able to reach

large audiences or well-targeted segments. Events can be also tailor-made for the organizations. (Kitchen & De Pelsmacker 2004, 98)

Sponsorship often secures an organization's rights to relate or directly associate with an event in a way that the sponsor can benefit from it. Often the terms sponsorship and event marketing have been considered as a same thing, they refer close but have separate activities. Sponsorship often gives the frame where the marketer can build its arsenal of different marketing communication activities, including publicity for recognition of a brand's support of the event. (Lacey, Sneath, Finney & Glose 2007, 244)

Sports and culture are the most popular forms of event sponsoring. In sports when an organization is supporting a team or an event the brand gets often related to the object and the image of sport, healthy, evolving and dynamic. Sports as form of event sponsorship is very popular because people usually take lot of interest in sport activities. Media gives a lot of attention to different sport events, sport as a product is very easy to commercialize (Tuori 1995, 54). Whether the sport events are large or small, sports always offers an effective way into the minds of various target markets. Even in a particular sport there is a wide range of different sponsoring opportunities (Smith & Taylor 2002, 452).

In cause-related sponsorship is usually connected to cause-related marketing, because it involves also other things than sponsoring. Cause-related sponsorship is basically supporting a good cause or a social-profit organization (Kitchen & De Pelsmacker 2004, 100). In cause-related sponsorship the object is not defined and outlined as accurate as in event sponsorship. The supporting can be involved in environmental projects, war against drugs or donations to the children's hospital. These objects do not have a specific news peak that event sponsorship objects would have (Vuokko 2003, 312).

If the implementation has been credible, cause-related sponsorship can have very positive effects. The consumers are more willing to take the organization's relationship with good causes into account when purchasing certain products.

Even most employees are satisfied working for good-cause-conscious organizations. (Kitchen & De Pelsmacker 2004, 101)

Probably the most seen and obvious type of sponsorship is broadcast sponsorship; it can be seen as program sponsorship, bill boarding or product placement. The broadcast sponsoring type is closest to advertising; the only main difference between these two is that in broadcast sponsorship a closer link is established between the program and the brand. (Kitchen & De Pelsmacker 2004, 101)

Broadcast sponsoring always involves TV or radio, that is why usually sponsoring objects are easy to find, the objects are usually already in the media (Vuokko 2003, 312). Broadcast sponsorship can offer possibilities from various ranges of sponsoring fields. Some good sponsoring objects could be for example, sport broadcasts, some other people's advertisements, the weather forecasts, specific programs or themed weeks on television (Smith & Taylor 2002, 454-455). The main message and important fact is that, what kind of programs an organization wants to sponsor and what kind of image they want to give to their target groups when supporting a specific object (Vuokko 2003, 312).

Broadcast sponsorship is targeted financing of specific program action. It can also be a barter trade; sponsoring organization finances the program and gets visibility as replacement (Tuori 1995, 55). Product placement can be defined as the usage of a product or product's name in a program and the actions are paid by the marketer of the product, either paying or providing the product itself. Quite big amounts of the program or movie budgets come out of the product placement nowadays (Kitchen & De Pelsmacker 2004, 102).

2.1.2. The difference between sponsorship and charity

Sponsoring and charity are often mixed up. These two concepts have similar features but have very different intentions. When someone is giving to charity, he or she is not expecting to profit or benefit from it. Also the publicity when giving something to charity is not essential to the donator. Sponsoring however is based

on an agreement that both parties are benefitting from the actions. (Alaja 2000, 105)

The main differences between sponsorship and charity. (Tuori 1995, 7)

- Charity does not involve both sided benefitting
- Publicity is not essential to the donator
- Charity is not based on a contract

Boarder-line cases are e.g. businesses giving charity money to social targets around Christmas time and then advertising and publicizing the name of the giving company and the amount of money. This is called social sponsoring. Having good intentions to donate to charity but still having thoughts of benefitting out of it. (Tuori 1995, 7)

2.1.3. The difference between sponsorship and advertising

The line between sponsoring and advertising is quite indefinite. Sometimes it is very hard to separate these two actions. Sometimes these two actions blend together in the soup of promotion ways of marketing communication. The main differences are that advertising is a direct cause effect action and sponsoring is indirect cause effect action. (Alaja 2000, 106)

In advertising the image and characteristics of the media are more known and that way those are easier to control and adjust. The media in sponsoring is usually more dynamic and its efficiency is often controlled by e.g. an athlete's success or an event's possible publicity. (Tuori 1995, 7)

2.1.4. Advantages of sponsorship

There are many significant advantages and positive features when we look at the concept sponsoring. First of all sponsorship can be a very cost-effective activity in terms of trying to reach a specific audience. It can allow access to different types of audiences which some might be otherwise difficult to reach. Many different marketing objectives can be achieved when doing sponsorship, including: increased awareness, image enhancement, improved relationships with many different parties, increased sales and database building. (Smith & Taylor 2002, 455)

Resources generated through sponsoring makes it possible for the events to grow, diversify and evolve. When there is a sponsor involved it usually creates more professionalism and business skills to the event. Growing usage of sponsoring usually will increase competition in traditional media markets and that way sponsorship can restrain the rising of the prices and possibly activate the organizations to better offers. (Tuori 1995, 58)

Hospitality events can open doors and give opportunities that normal media would not be able to do. Sponsorship reaches the parts that conventional advertising cannot reach. Very good and significant case is also that sponsorship program effects are totally measurable. (Smith & Taylor 2002, 455)

2.1.5. Disadvantages of sponsorship

Some people state that sponsorship is cruel and it undermines artistic integrity. Mainly in sensitive areas like health and education, the issues involved are too important to be left only basically to the whim of the organization. (Smith & Taylor 2002, 455)

Sponsoring can transfer too much power from the organizer to the organization. It has been said that sponsoring is affecting too much e.g. in the rules of sports or other arrangements made in events. Not a healthy sign is that sometimes the sponsoring target can become too dependent on the sponsoring organization so

that when the organization withdraws itself from it, the target goes bankrupt. One of the most serious disadvantages of sponsorship is that it commercializes almost everything that it gets involved with. Especially in sports, when sports are commercialized, it loses amateurs and some events will lose a part of its traditional heritage. (Tuori 1995, 58-59)

2.2. The main strategies of sponsorship

We can divide sponsoring strategies into four different classes, Maecenas, maximizing the visibility, a brand in a little circle and a large mass brands (Lipponen 1999, 47-48). Putting sponsoring types into classes can help set the main goals and analyze the possible objects. It is very important that the planning of the sponsoring is based on marketing strategic decisions and that specific target groups and goals to support the decisions are set. (Vuokko 2003, 308,309)

Table 1. Fourfold table of companies' strategic basic types. (Vuokko 2003, 308)

	Need for Targeted Recognizability	Need for Broad Recognizability
Need for imposition	<i>A Brand in a Little Circle</i>	<i>A Large Mass Brands</i>
No need for imposition	<i>Maecenas</i>	<i>Maximizing the Visibility</i>

2.2.1. Maecenas

Maecenas sponsoring is more aid and support action. Maecenas is operating in accurately targeted group without any specific goal vision (Vuokko 2003, 308) Maecenas does not have commercial goals. Maecenas does not measure systematic results. Maecenas does not set too much goals or expect much from its partners (Alaja 2000, 114). Maecenas is not communicating actively, it is happy with the position it has (Lipponen 1999, 47).

A good example of an organization using Maecenas strategy would be an organization which is happy with its position but wants to remind people of its existence and put a little add on a theater ticket. The organization does not expect anything out of this action. (Lipponen 1999: 47, 50)

There are barely any expectations from the partner, often an advertisement in a handbill is enough. Donations without any compensation and buying tickets are often signs of a Maecenas strategy activity. (Lipponen 1999, 50)

2.2.2. Maximizing the visibility

For a sponsor using this type strategy, the goal is all about getting visibility. When using this strategy the organization is interested in large target groups to get as much visibility as possible but no specific target profile is set.(Vuokko 2003, 309)

When trying to get as much visibility as possible, the main goal in this strategy is to get in to a top-of-mind position. Organizations using this strategy often have products which are so called discretionary products. These products or services are often purchased by impulse or unconsciously. (Lipponen 1999, 47, 48)

For this type the contact surface is primary and the image imposition is secondary. That is why often sport events are the most popular way of maximizing the visibility. Maximizing the visibility measures gross visibility and the changes is conspicuousness. (Alaja 2000, 114)

Examples of organizations using this kind of strategy would be almost all companies offering their products and services straight to the customer, at least at some point their life cycle almost all of the companies use this strategy. Good everyday examples would be all consumer goods and banking services. (Lipponen 1999, 47-48, 51)

A visibility as comprehensive as possible is expected from the co-operation partner, the visibility should be towards to the so called big audience. Often sports events are a good way of using this strategy, which is why the organizations are expecting also an active grip towards the general control of the publicity. After the event interviews and happenings are an essential part of the big picture. (Lipponen 1999, 51)

2.2.3. A Brand in a little circle

A brand in a little circle attempts to find clear image anchors for a brand in a specified target group. Visibility for large masses is not in a key position. Products association created by systematically targeted communication work brings the brand known and will give a reason for experimentation. (Alaja 2000, 114)

A brand in a little circle does not need and is not even trying to get large visibility. It is aiming to effect with a chosen image factors to a specific target. Exclusive high-end brands like Rolex and Ferrari are very good examples of organization using this strategy. (Lipponen 1999, 52)

By using this strategy an organization wants to effect mostly on their key customers, actions are kind of an inside public relations happening (Vuokko 2003, 308-309). Many industrial organizations are brands in a little circle in their home towns. Mass media communication is rare but for example to city decision makers and current and potential employees the message is shown via for example sponsoring a local ice-hockey team. This is called lobbying. (Lipponen 1999, 52)

The expectations from the partner are of all things to get the expected image forwarded to the target group. Side goals can also be trial or selling of the products. The contact surface to the target group must be as straight as possible. The co-operation is based on active promotion and events, passive showing of the organizations identifiers as itself cannot promote the set goals. (Lipponen 1999, 52)

2.2.4. A large mass brands

In this strategy an organization wants to enclose sponsoring as an active part of its marketing communication. The organization itself can also be an active creator in the field of sponsoring. When using a large mass brand strategy an organization wants as big direct and indirect contact surface to the target group as possible. (Alaja 2000, 114)

In this strategy an organization wants to maintain its brands conspicuousness and image in many different target groups (Lipponen 1999, 48). The associations of the brand can be emphasized in many different ways depending on the target group. That is also why the objects of sponsoring can vary quite a lot in this strategy. (Vuokko 2003, 309)

An organization using this strategy has usually quite flexible marketing communication. Markets are cut to segments and there is room for possible editing and adapting of the products for the different target groups. (Lipponen 1999, 48)

Very active actions in analyzing the goals and innovating new ways of completions is expected from a potential partner. It wants to be in a first line in sponsoring and get a top-of-mind position. Stars and celebrities are an essential part of advertising products and hosting events. (Lipponen 1999, 54-55)

2.2.5. Conclusions on sponsoring strategies

Lines between the strategy classes are lines drawn to water, most of the organizations are using many different strategies on top each other. It is almost impossible to find a company using just one of the strategies. (Lipponen 1999, 48)

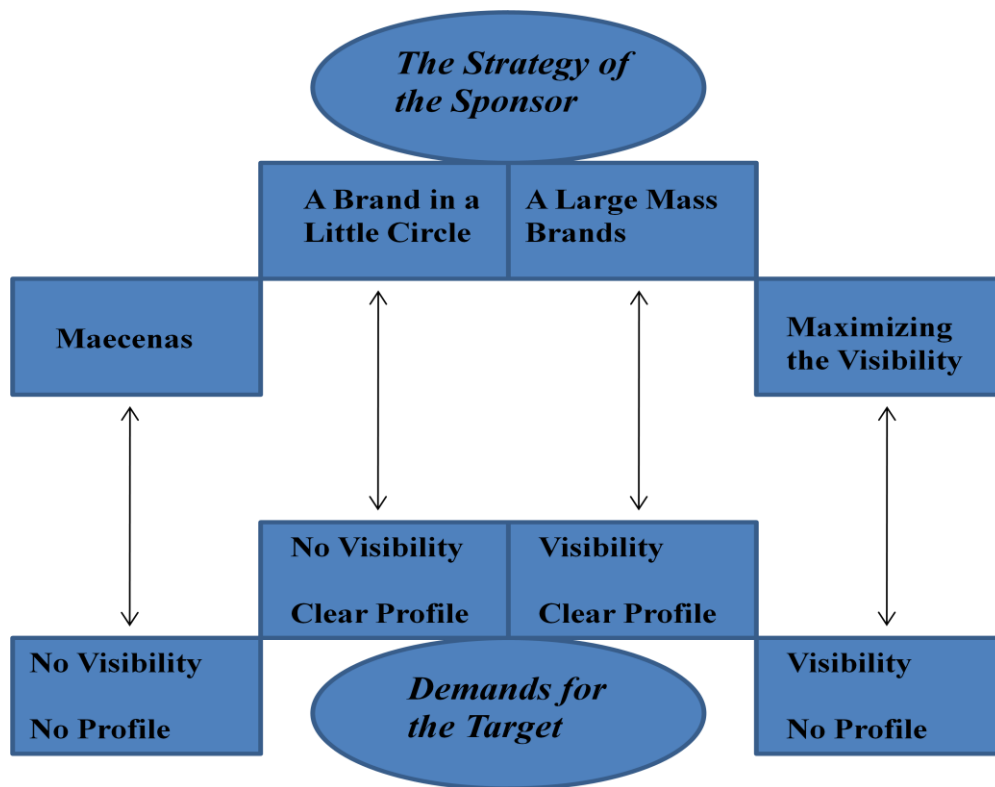


Figure 2. The criteria for choosing the target in sponsorship. (Lipponen 1999, 48)

Putting it to classes gives a foundation when analyzing the main goals and potential objects in sponsoring. When we take the strategic fourfold and add the demands set to the potential partners according to visibility and imposition power, we get a following figure: (Lipponen 1999, 48)

2.3. The objectives of sponsorship

The first step in starting the sponsoring process is to consider and decide on the sponsorship goals. Sponsoring is just small part of the aspect promotion; the objectives of sponsorship should be linked to the wider planning process of marketing communication and promotion. (Shank 1999, 372)

2.3.1. The goals of sponsoring

The goals and purposes of sponsoring are always varying depending on an organization. Putting objectives into categories will give a good image on the most important motives of sponsoring (Alaja 2000, 109). The objectives can be on top of each other and blend together; it is very hard to put the objectives in order of significance. Every sponsoring project fills most of the goals simultaneously. The objectives are placed in the middle of social responsibility and commercial benefit. (Tuori 1995, 19)

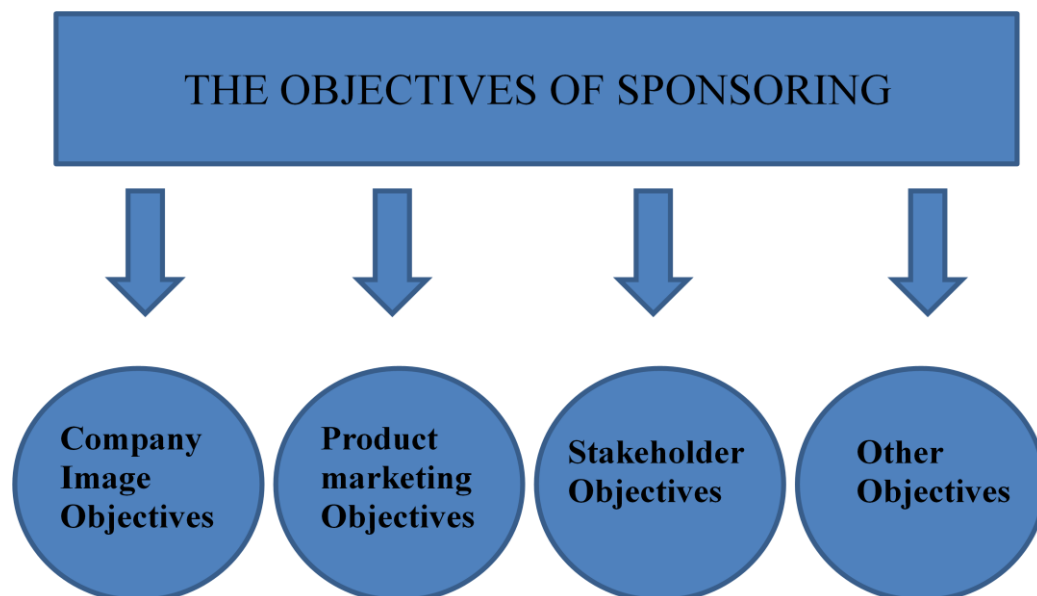


Figure 3. Sponsoring objectives from the organizations point of view. (Alaja 2000, 111)

First there are objectives which are related to building and developing the image of an organization. One of the most important aspects of this objective is to build brand awareness for already existing products as well as new products, in both short and long run. One of the primary motives is also to build and improve the brand or company image in eyes of the public and strengthen the brand familiarity and usage. (Kitchen & De Pelsmacker 2004, 95)

Many organizations have product marketing objectives as their primary motives for sponsoring. When an organization sets high standards on product marketing in sponsorship, it is mainly thinking about commercial and financial aspects. The main goal for this type of objective is to make business. Large events give the organizations an opportunity to sell their products and services for a large audience and it can also develop business to business contacts with fellow sponsoring organizations. (Alaja 2000, 110)

The power of sponsoring as a developing factor of the products conspicuousness is not used as efficient as it could be used when coming out with new products. When trying to reach the goal in product marketing the best way is to attach the product name to the sponsoring object instead of the company name. (Tuori 1995, 20)

The third significant objective in sponsoring is goals set towards the stakeholders. It is a very effective way of handling customer relationship, most common way is to invite stakeholders and other partners to an event. Sponsoring relationship gives the parties a unique opportunity to negotiate special arrangements that would not otherwise be possible (Vuokko 2003, 305-306). It is very important for a company to have the stakeholders and other people holding the strings to maintain a positive attitude towards sponsoring. If sponsoring is used as a part of organizations' personnel relationship handling, it is crucial that the personnel can identify themselves in the chosen object. (Tuori 1995, 20-21)

Customers are the most important target group for the sponsors but when all the other stakeholders are taken into consideration as well in the planning, are the prerequisite for a potential sponsoring co-operation accomplished. By doing this

an organization can prevent possible negative reaction happening during a large sponsoring investments from e.g. employees or stakeholders (Tuori 1995, 20). The stakeholder's expectations and opinions have often an effect in the choosing process of the sponsoring objects. (Alaja 2000, 110)

There are also some other objects which are not listed separately. Sponsorship is sometimes also used to satisfy the needs and wants of a functioning management. In that case the choosing of the objects is a purely subjective action instead of rational planning. Sometimes the fashion and the right moment show the direction of sponsoring. (Alaja 2000, 110)

In a short period of time sponsoring can also have an effect on product development. An object can be sponsored with specific products to tests the products in real life and conditions (Vuokko 2003, 304-305). Sometimes the only objective of sponsorship is to block or harm competition. That is done mainly by ambush marketing. (Shank 1999, 383)

Sponsorship is also a good way to help the organizations recruiting campaign. Sponsoring can also be done by giving a reward for a person or a project. Sponsoring can have many different objectives but the main objectives are the most important. Other sponsoring objectives are not that highly prioritized because organizations are nowadays more rational and goal oriented. (Alaja 2000, 110)

2.3.2. How to choose the sponsoring objects?

First when sponsorship objectives have been carefully looked at and financial resources have been set, organizations must make a decision on what to sponsor (Shank 1999, 387). Traditionally the object looking for a sponsor has done the initiative in this process. Large organizations get many sponsorship proposals on a daily basis. Of course organizations which are often using sponsorship as a tool in their marketing, search sponsorship objects themselves as well. (Alaja 2000, 111)

Trying to choose the most effective sponsorship opportunity for an organization means a thorough decision-making process (Shank 1999, 387). The rising status of sponsorship as one of the most important marketing communication tool has increased its professionalism and has brought more rational and active grip to the actions. Before making any decisions the main message is to have clear operation principles. (Alaja 2000, 111)

The first step in the process is the acquisition of sponsorship proposals. An organization needs to think what they want from the potential sponsoring relationship. Organizations usually investigate the potential sponsoring partners very thoroughly, to ease the decision making they commonly look at the following things: cost per number of people reached, length of contract, media coverage, value-added promotions and sponsorship promotions (Shank 1999, 387). Sometimes the decisions can be based only on decision-makers own feelings and taste. Own preferences can make the decision process more complex. Fact based decisions are not always making the call (Alaja 2000, 111).

Usually the main starting point for the decision is the same. The sponsoring organization is trying to create a positive association between their organization or product and the sponsoring object. Making a sponsorship deal always varies between organizations and cases. Even though sponsoring has quite tight frames in the organizations, the sponsoring field is open to all kinds of decisions and that is why it is one of the most fun ways of doing marketing.

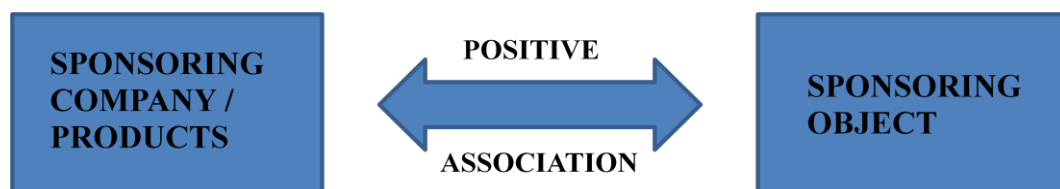


Figure 4. A starting point for the selection of the sponsoring objects. (Alaja 2000, 112)

2.3.3. The main factors affecting the selecting process

There are always reasons and different factors affecting a decision making process, some of them are done consciously and some unconsciously. The importance of the factors affecting the choosing situation is depending on an organization objects and priorities. Every organization emphasizes factors which are the most important ones for their own actions. (Alaja 2000, 112)

In many cases the effectiveness of the sponsorship project is depending on how well the objects have been selected and analyzed (Kitchen & De Pelsmacker 2004, 102). Importance of the following sponsorship project selection checklist depends on the set objectives for the project. Sponsorship works best when it fulfils several of the following factors: (Tuori 1995, 24-25)

- Strategic fit between the organization and the sponsored object
- Link with the target audiences
- Quality level of the event
- Brand image reinforcement
- Originality and uniqueness
- Financial aspects
- Relationship with competition

Whenever possible an organization should try to measure and analyze the results and the effectiveness of its sponsorship projects. The reason why this should be done is because sponsorship is one of the hardest fields to measure in the marketing mix, it is not easy to try to measure brand awareness, brand image or brand loyalty. (Kitchen & De Pelsmacker 2004, 103)

2.3.4. Ambush marketing in sponsoring

One of the main aspects in the objectives of sponsorship is corresponding to competitions actions. It can be done peacefully, by sponsoring event X while competition is sponsoring event Y. But it can also be done by using strategy called ambush marketing (Vuokko 2003, 306). It is an effort planned beforehand by a company or campaign trying to associate their organization indirectly with an event and trying to get as much recognition and benefits out of it which are again associated with being an official sponsor (Cornwell 2008, 52). It can be for example showing a Pepsi-cola commercial in Coca-Cola Cup -programs commercial break (Tuori 1995, 42). Or if an competitive organization is sponsoring the world championships can another organization sponsor one specific team which is expected to do well in the event. (Vuokko 2003, 307)

The main objectives of this strategy are benefitting from the so called hijacking of the event and trying to weaken or even trying to ruin the competitions sponsoring activities. The main message is not only trying to reach the own sponsoring goals but also to do those actions which would weaken the competitions sponsoring action effects. (Vuokko 2003, 306)

Ambush marketing is a very effective way of doing sponsorship and it has been measured that consumers do not really mind that certain organizations are using this type of strategy. It appears that there is no end for this tactic; however there are some actions and measures taking place to prevent the investments of the sponsors of the large events, like the Olympic Games. (Shank 1999, 374)

At the moment the only way of trying to prevent ambush marketing from happening is to buy exclusive rights to an event or a campaign. However, it is also studied that the main sponsor always gets more visibility than an ambush marketer. The official sponsors can secure their advantage towards the hijackers with wide enough side promotion and long distance co-operation. (Tuori 1995, 42)

3. SPONSORING AS A MARKETING COMMUNICATION TOOL

Sponsorship is one of the instruments of marketing communication. For many organizations the main objective of sponsorship is to support the brands conspicuousness or image objectives and that is why sponsorship cannot be handled separately in the brand building frame. (Lipponen 1999, 14)

3.1. What is marketing communication?

We communicate all the time by speaking, gestures, body language and paper. The same communication forms happen within organizations. Even though the organization might not have been planning to do any marketing communication it is doing it unintentionally by e.g. name, placement, visual look, products, services and price. (Vuokko 2003, 11)

The definition of marketing communications is often looked through so called 4P's model (Kotler 2000, 98-100). The four P's name come from the four factors in the marketing mix; product, place, price and promotion. Promotion is also known as the marketing communication. (De Pelsmacker et al. 2007, 2-6)

The means of marketing communication can be put in to different classes; Vuokko (2003, 17) defines marketing communication to classes as following:

- Personal selling
- Advertising
- Sponsorship
- Publicity
- Public relations
- Sales promotion

We can split the two factors and first define marketing, as the process of stimulating, identifying and satisfying the needs and wants of a customer. And secondly define communication as the process of sharing information or meaning.

When we put these two together we get marketing communication and the definition for that would simply be sharing information or meaning that helps identifying stimulating and satisfying customer wants and needs. (Hutton & Mulhern 2002, 2)

Marketing communication can be seen as the voice of the brand, which will help to get in contact with the customers. It can be shown to the customers that who is producing this specific product and which values the organization represents. The significance is to connect the organization to people, places, events, other brands, experiences and feelings. The main objective is to grow the organizations brand-capital with the help of a wanted image. (Vuokko 2003, 122-123)

It is very important for an organization to state the right reasons for the customers, why to buy our products or why to choose our services. Marketing communication is all that communication in which the organizations are trying to help the customers to purchase their products and services. (Lahtinen & Isoviita 1998, 219)

3.1.1. Integrated marketing communication

Integrated marketing communication (IMC) is a concept in which an organization carefully integrates and coordinates all the communication channels in order to attempt to deliver a clear and consistent message about the organization and its products (Kotler & Armstrong 2001, 515). Different marketing communication mix messages are planned that they will support each other's decisions and make an integrated influence. Integrated communication emphasizes the importance of comprehensive planning, evaluates the different communication method's strategic meaning and associates different methods in that way that the result will be clear, consistent and the effect of the communication is maximal. (Vuokko 2003, 324)

The goal of integrated marketing communication is to make an influence directly to the behavior of the selected target group (Kitchen & Pelsmacker 2004, 6). The

starting point is the fact that the recipient usually does not separate from which source the messages have become. The recipient reacts and notices only the big picture. It is very important that the different communications methods are not used to create a conflicting image of the organization (Vuokko 2003, 324).

In all simplicity integrated marketing communication is about reversing the way of thinking, it not about how we communicate but it is about what kind of an expression we want to create. You could almost say that integrated way of thinking has not brought anything new to marketing communication. (Vuokko 2003, 324)

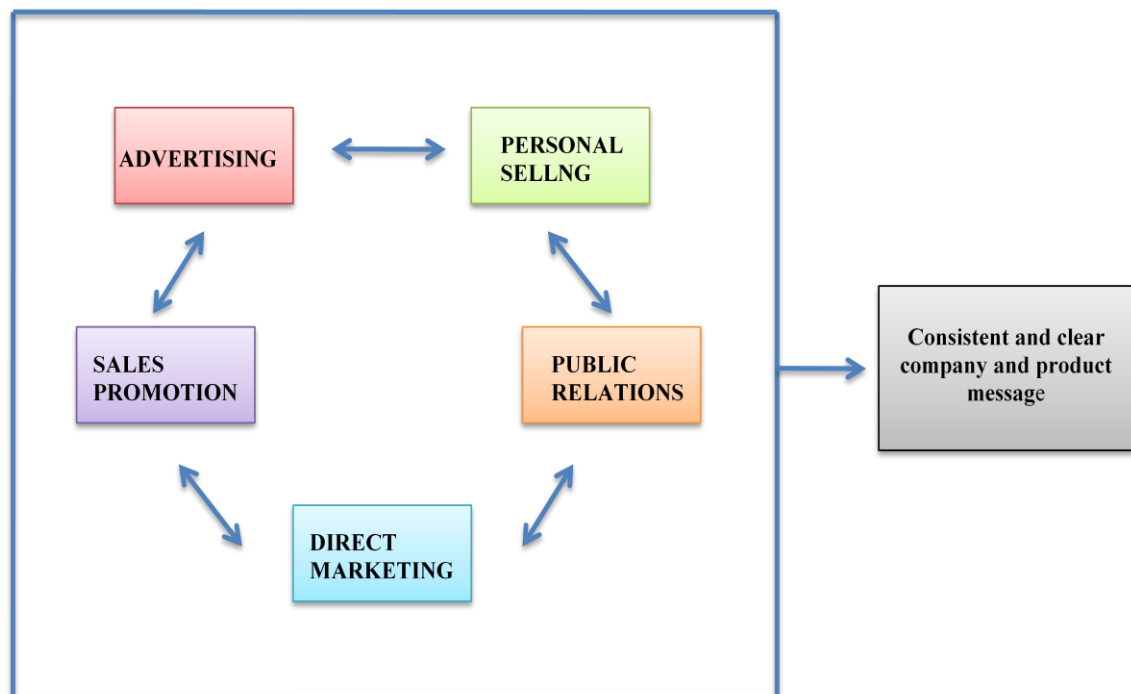


Figure 5. Carefully blended mix of promotional tools. (Kotler & Armstrong 2001, 515)

The main aims of integrated marketing communication. (Kitchen & Pelsmacker 2004, 7)

- To persuade by means of communication (marketing and other forms)
- To make an affect to behavior, not only attitudes

- To start with the customer and then to work backwards to plan effective communication

Although IMC requires a lot of effort and knowledge, it can give the organization a lot of benefits. IMC can create competitive advantage and boost up sales and profits, while saving a large amount of time and money. Competitive advantage is created by the ability to wrap communications around customers and help them move around in the many stages of buying process. The organization centralizes its image and develops and nurtures its relationship with its customers. Increased effectiveness what is created by IMC can increase profits. Usually a united message has more impact. In a busy world centralized clear message has a better change to cut through the “noise”. Carefully linked messages also help buyers by giving those reminders, special offers and updated information. IMC saves money and time, as it eliminates duplication in graphics and photography. Everything can be shared and used. Also time and money is saved by using a single agency for all communications. (Smith & Taylor 2002, 15)

3.1.2. The planning of the marketing communication

Marketing communication has many different ways and activities and also many different target groups. The main objective is that marketing communication has a specific marketing objective, specific meaning. Marketing communication is not any communication; it is communication which is meant to make an effect to the chosen target group. To fulfill that objective, it is required to have marketing communication planning. (Vuokko 2003, 17)

Marketing communication planning should be based on marketing planning, which is based on the organizations strategy, vision and values. An organizations needs and actions principle is guiding the planning in all sections (Vuokko 2003, 132). For example in sponsoring the organization must consider subjects like what

they want to be, in what they want to be involved in and what kind of image they want to give (Vuokko 2003, 133).

In the planning of the marketing communication the organization should consider following thoughts and questions: (Varey 2002, 307-308).

- Problem definition: Where are we? What should be changed?
- Objective definition: Where do we want to go? What do we want to be?
- Integrated marketing communication: Which communication methods are used?
- Target group definition: To whom do we communicate?
- Budget definition: How much do we have resources?
- Evaluation definition: How are the results evaluated?

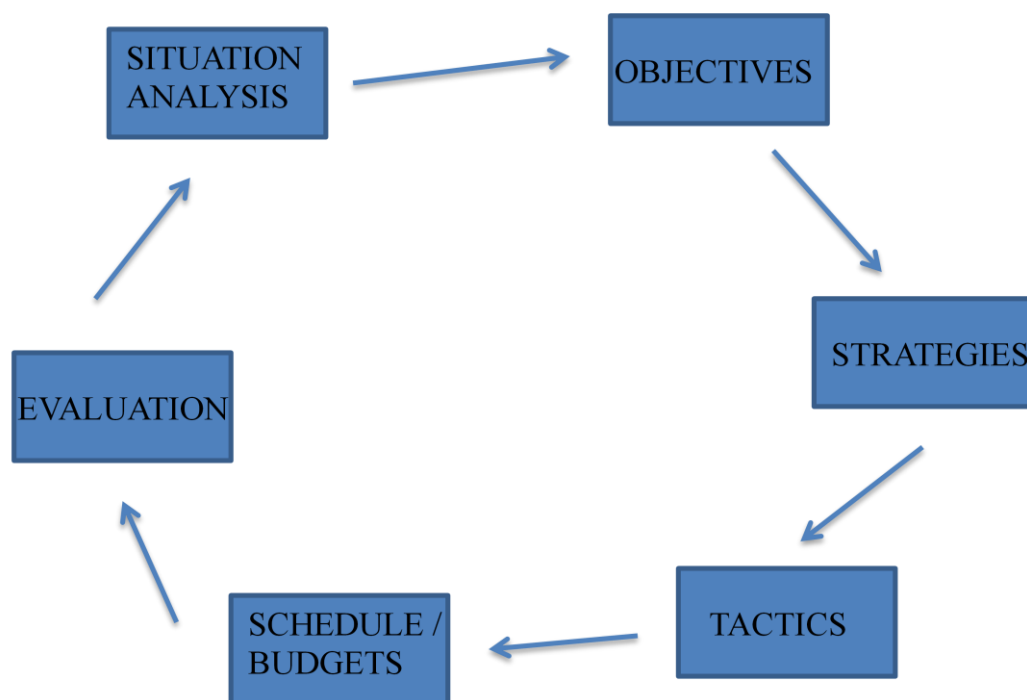


Figure 6. Dynamic process of marketing communication planning. (Varey 2002, 308)

3.1.3. Marketing communications and image

Marketing communications play a key role in building the image of the organization and the image of the brand. The main role is to communicate the essence of brand personality and provide the continuity between the brand and the customer. (De Pelsmacker et al. 2007, 59)

The organization cannot always decide what kind of image it is giving. The image of the organization or the brand will be created from several different elements. The image will be created from all possible factors: Facts, beliefs, attitudes, experiences, rumors and values. In the following figure the elements which are shaped like an ellipse are elements which cannot be influenced by the organization and the squared elements are the elements that can be influenced by the actions of the organization. (Vuokko 2003, 111)

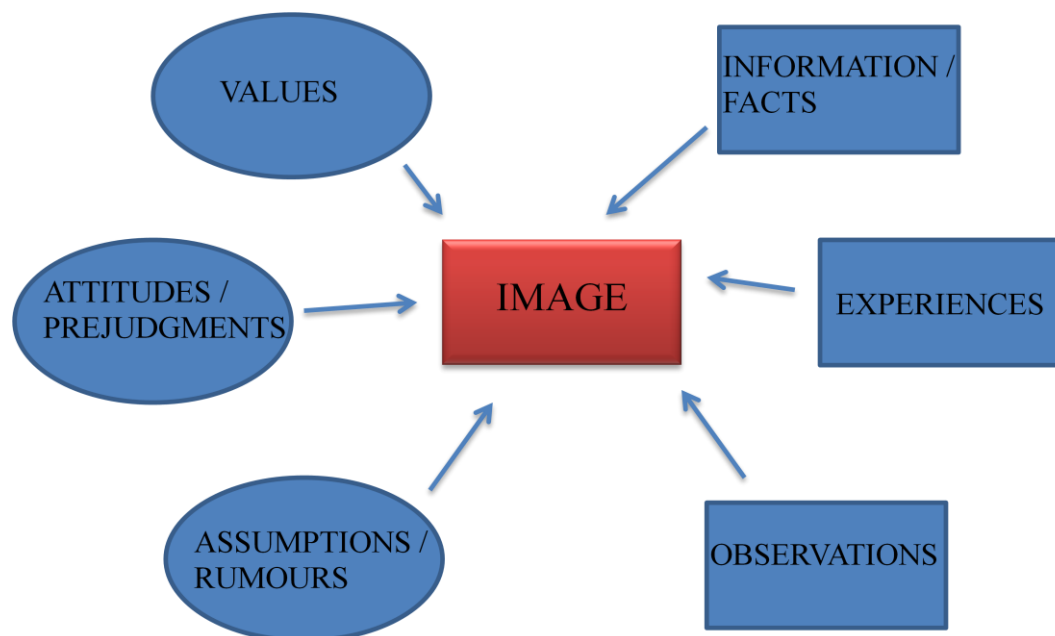


Figure 7. Organization and brand equity elements. (Vuokko 2003, 111)

Both the organization activity and communication must be synchronized inside and outside of the organization. Planning and implementation of the marketing communication should be based on carefully defined image objectives. Basic image and the core of the image should be connected to the strategic decisions of the organization, activity principles and the organization key values. (Vuokko 2003, 112-113)

3.2. How is sponsorship connected to marketing communication?

Sponsorship is a rather new and fascinating way of doing marketing communication. For an organization sponsorship is a tool to forward positive news, feelings and atmosphere when the co-operation with the object has been successful. (Alaja 2000, 111)

3.2.1. Sponsorship as a marketing communication tool

Sponsorship is a tool in marketing communications among other methods like advertising, personal selling, relationship activity and promoting the sales (Alaja 2000, 111). Commercial sponsorship means that the sponsoring organization has an intention and takes necessary actions to promote its interests, and to support the sponsored activity by means of marketing communication efforts (Meenaghan 2001, 191). It is sure that sponsorship can only give meaningful communication results if it creates brand awareness, promotes a good brand image, and stimulates trial among consumers with a need for the commercial interest of the sponsor (Barez, Manion, Schopfer & Cherian 2007, 71)

The acceptance of sponsorship as one of the marketing communication tools is due to the fact that sponsorship has become more professional, important and seriously taken activity. Sponsorship projects need to be carefully selected and managed and effectively put it to the integrated marketing communication mix, even more than other communication tools. (Kitchen & De Pelsmacker 2004,

105). Sponsorship and advertising are not individual elements, which is why they need other parts of communication as supporting factors. (Alaja 2000, 111)

Sponsorship can be a powerful tool to create and support brand awareness, to promote brand image and build and support customer loyalty (Kitchen & De Pelsmacker 2004, 105). Sponsorship is not downrightly connected to the normal activity of an organization. When doing sponsorship, an organization communicates by means of the object that they have chosen about their values and believes (Alaja 2000, 111). Carefully chosen and designed sponsorship activities are capable of reaching the wanted audience and create the wanted message and emotional atmosphere. They are often more in line with the new and modern way of consuming communication and making buying decisions than some of the other more traditional marketing communication instruments like mass media and sales promotion. (Kitchen & De Pelsmacker 2004, 97)

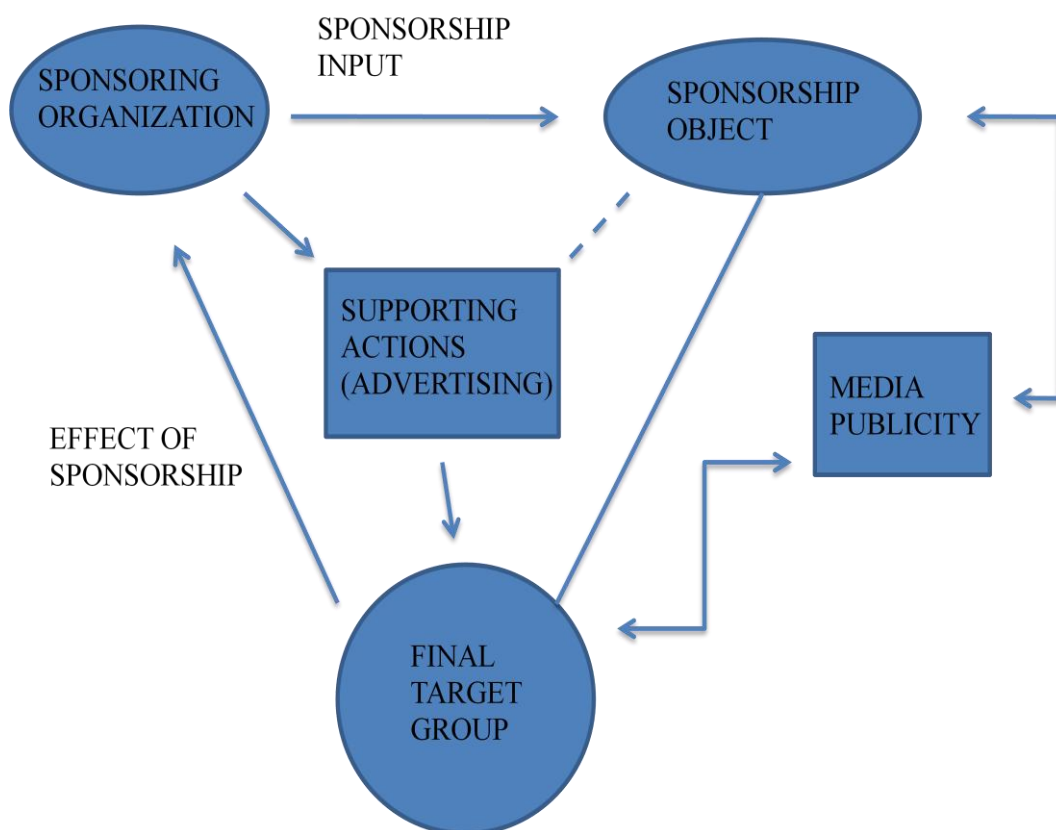


Figure 8. Sponsoring as tool in marketing communication. (Vuokko 2003, 319)

Sponsorship is more or less indirect communication: organizations' sponsoring-related financial and other efforts are often targeted towards different target group than towards the one they are expecting to benefit from. For example, an organization sponsoring an ice-hockey team it is probably not enough that the team members are satisfied and using the product or service. The main target groups in this case are the people in the audiences. When choosing a sponsorship target group it is crucial that the group is interested, following and has a positive image on the object that is sponsored. In the following figure is shown the indirect communication model. (Vuokko 2003, 318)

3.2.2. The effectiveness of sponsorship

Sponsorship can be a good image and awareness creator with both potential customers and other stakeholder groups. It makes it possible for an organization to create a connection between the brand and the target groups in an involving and experiential way. The power and effectiveness of the sponsorship activity is depending on how well the projects are selected and how well they are integrated and used in the marketing communication mix. (Kitchen & De Pelsmacker 2004, 102)

The following can be used for sponsorship project selection (Kitchen & De Pelsmacker 2004, 102)

- Strategic match between organization and sponsorship project
- Quality level of event
- Originality
- Communication with target groups
- Brand image reinforcement
- Integration in the IMC mix

The most crucial and important thing to create effectiveness is the fact that the selection process of the sponsorship projects has been a success (Kitchen & De Pelsmacker 2004, 103). The ideal situation is that the sponsorship program allows the organization to establish a credible long-term relationship with the project to make the brand association consistent with the specific project. (Lacey et al. 2007, 246) One usually forgotten fact is that the sponsorship project should be original and unique. A certain level of exclusiveness needs to be negotiated, if an organization is merely one of the sponsors, the project is not going to be a success. (Kitchen & De Pelsmacker 2004, 103)

Sponsorship is almost one of the marketing communication tools that require most support from other tools to be effective. The organization needs to make sure that its name and its brands are consistently shown in the communications of the sponsored project itself and that the organization is given the opportunity to extend its sponsorship efforts to other marketing communication campaigns. (Kitchen & De Pelsmacker 2004, 102)

Whenever and wherever possible an organization should try to measure and evaluate the sponsorship results and the effectiveness of the projects to gain more knowledge to become more effective. Sponsorship is one of the hardest fields to measure in marketing communication. It is not so easy to measure brand awareness or image and brand loyalty. (Kitchen & De Pelsmacker 2004, 102)

3.3. Planning of the sponsorship process

All good sponsorship projects have in common that they were developed as part of an integrated communications approach in which sponsorship is one key element of the promotional mix. In addition, it is important to carefully choose the best sponsorship opportunity to meet the organizations objectives and marketing goals. (Shank 1999, 370)

Before starting the sponsorship project it is important to create an accurate sponsorship plan based on the communication objectives. (Tuori 1995, 32)

Table 2. Sponsorship plans and decision making process. (Tuori 1995, 16)

1. ENVIRONMENTAL ANALYSIS
2. MARKETING OBJECTIVES
3. INTERNAL ANALYSIS
4. SPONSORSHIP OBJECTIVES
5. CHOOSING THE SPONSORSHIP
OBJECT
6. GOAL ORIENTED ACTION
7. MEASURING THE EFFECTS

In Daniel Tuori's (Tuori 1995, 16) figure the sponsorship project is shown as a process. Sponsorship projects have to promote the overall objectives in a good way. An organization needs to find the most effective tools to make results. The positive effects of sponsorship can be mentioned the ability to reach the target groups anywhere at any time. Receiving the message can be more effective because of the lack of commercialism and unusual marketing. (Tuori 1995, 12)

In order to have a successful sponsorship process it is very important to be able to define the time that it will take to benefit from the process. In organizations the time is often considered shorter than it really should be (Siukosaari 1997, 154). Siukosaari (1997, 154) emphasizes the meaning of long-term co-operation in sponsorship; an event arranged only once will be soon forgotten. The sponsor and the object should also be versatile, so that the desired objectives can be accomplished. That is why it is very important to measure the results during the

sponsorship process. The research results will help planning and evolving the process forward. (Tuori 1995, 43)

There are always some risks and negative aspects involved in sponsorship which need to be considered when doing the planning process. The main negative aspects of sponsorship are narrowness, relatively small target groups, temporality and challenges of standing out from the competition. Often the sponsoring object is not sponsored alone; usually there are several organizations involved. The most important thing for organization is to try to affect those target groups that they feel are the most important and plan their communication such way that the messages goes through to that group. (Siukosaari 1997, 152-153)

3.3.1. Environment analysis

In Daniel Tuori's (1995, 16) figure sponsorship process starts with an environmental analysis. The meaning in that is to investigate organizations' external and internal environment. External environmental factors consist of product demand, competitions' actions, target groups' values and law. Internal factors consist of financial factors and human resources.

Environmental factors are influencing the marketing objectives and often the start of a sponsorship project is explained by this. Competition can very often have an influence to an organizations' actions, why and how they do certain things. Also the managements' and stakeholders' interests and preferences can have an effect to the selection process. Naturally they want to benefit and use the sponsorship object in their relationship activity.

3.3.2. Internal analysis

Sponsorship is an exceptional way of doing communication because its goal is to provide positive feelings both internally and externally. That is why sponsorship

is not considered very easy tool of communication. The purpose of internal analysis is to investigate the capacity and willingness to do sponsorship.

Firstly, we have to investigate is there enough resources for sponsorship project and sponsorship exploitation. Because of the sponsorship exploitation also the supportive actions need resources, that is why you could almost say that sponsorship is an external part of the marketing mix. (Tuori 1995, 16)

Secondly, we have to look at personnel's knowledge and time resources, is there a need for external help. Professionalism and sufficiency of the resources is always a challenge in every organizations action (Tuori 1995, 16). To do sponsoring, a lot of resources and time is needed; this is why many organizations have increased their interest towards the sponsoring objects professionalism.

Thirdly, the object of the analysis is the motivation factors. Everyone in the organization must be motivated and committed to the project (Tuori 1995, 16). It is very important that organizations internal relationship integrates to the big picture and the sponsoring object is felt as own and the sponsorship resources are kept as strength, not weakness.

4. EMPIRICAL CASE STUDY

This chapter will cover the research methodology of the study and theoretical basis behind the methodology. The reasoning for the chosen research methodology as well as the procedure of the empirical part will be discussed.

4.1. Research methodology

Research in common terms refers to a search for knowledge. Research is an art of scientific investigation. When doing a research it is about answering unanswered questions or creating that which does not currently exist. Research is an academic activity; research comprises defining and redefining problems, formulating hypotheses or suggested solutions and collecting, organizing or evaluating data. (Goddard & Melville 2001, 1)

4.1.1. The nature of the study

According to Sekaran (2000, 123-128) the nature of a study can be either exploratory, descriptive, hypothesis testing or case study analysis. Exploratory study means that when there is not much knowledge on a matter or phenomena or there have not been similar researches before. The first step is to get to know the research problems really well and after that the model can be developed as well as the design for the research. Descriptive study aims to description of characters of the phenomena from individual, organizational or other perspective. Descriptive analysis helps, for example, to understand the characters of a group in a certain situation. It can also help to think systematically about phenomena in a certain situation and provide further research ideas as well as facilitate certain decision-making. Hypothesis testing is aiming to either explain the nature of certain relationships or establish the difference among groups. Usually, when applying hypothesis testing there are two main aims: explain the variance of the dependent variable of to predict organizational outcome. Case study analysis covers in-depth

and contextual analyses of similar situations and problems that have also been experienced in other organizations.

4.1.2. Inductive vs. deductive research approach

To find a suitable method for conducting an empirical research, the approach of the study has to be identified. There are two research approaches; inductive and deductive. The main message on inductive research is to draw general conclusions from the empirical observations. The research process goes from observations to findings and from findings to theory building, in other words from assumption to conclusion. The core is the theory that is the outcome of the research. Often in inductive research qualitative research method is used. The main idea of deductive research approach is to make conclusions through logical reasoning. Hypotheses are drawn from existing knowledge, usually literature, and used in empirical testing. First step is to build a theory and a hypothesis and second step is to make a study where the theory and hypothesis are acting as a framework for the process. Often in deductive approach quantitative research method is used. However, inductive and deductive research approaches are not completely separated; both processes can be used in the same research. (Ghauri & Gronhaug 2005, 14-16)

4.1.3. Quantitative vs. qualitative research methods

The research can be executed by using quantitative and/or qualitative research methods. The main difference between these two methods can be found on several levels. For example, in qualitative research the sample size is rather small when the information from respondents is being greater. A good example would be interviews, not that many people are interviewed but the information gotten from them is more thorough. The quantitative research method emphasizes the larger sample size but the amount of information from respondents can vary. A good example would be questionnaires, lots of people are being asked to answer, but they can choose whether to answer and what to answer, usually the amounts of

questions are also limited. The qualitative method is more subjective, interpretive and the main goal is not to gain statistical data which can be put to scales and generalized as it is the case in quantitative research. The type of research using qualitative method is more exploratory and the type of research using quantitative method is more descriptive and causal. (McDaniel & Gates 2001, 123)

4.1.4. Research methodology of this study

The nature of this study is descriptive research; the main goal of this type of research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study frequencies, averages, and other statistical calculations. The preferable research approach for this kind of a study is the deductive approach. In deductive approach previous knowledge and theory is being used as a framework for the study. According to literature the best way of getting data broad and valid enough is to use quantitative research method. A questionnaire will be given to 100 people. The basic information about the company and the company's sponsorship actions were given by the contact person in the company.

4.2. Questionnaire design

Before making the questionnaire the researcher needs to have a clear research objective and research problem. It needs to be carefully planned which questions the researcher wants the respondents to answer. A carefully planned and executed questionnaire will make sure that the wanted research problem is studied. (Heikkilä 2004, 39-40)

The visual appearance of the questionnaire will affect the respondents' excitement towards the questionnaire. The paper must be clear and well structured so it would look appealing to the possible respondents. Also the order of the questions is crucial. Usually it is good to begin with easy basic questions and then put the

harder or more delicate questions towards the end of the paper. The questions must be clear and simple. Only one thing can be asked per question, too complicated answers are usually left unanswered. The number of questions is also an important thing to consider, the questionnaire cannot be too long. (Heikkilä 2004, 48-49)

The questionnaire was designed to get the most information about the conspicuousness of the case-company Jalas through their sponsorship and other public actions. The questionnaire is also aiming at measuring what associations the case-company gives out by their actions and the open end answers gotten are mirrored to the values and conceptions that the case-company is really trying to give out.

The questionnaire has all together 18 questions. The questionnaire had basic demographic questions, open end questions as well as five point scale questions. Five point scale questions were done using a technique, 5) Totally agree...1) Totally disagree. This was in order to become aware of the “distance” and “order” of the opinion. The questionnaire was made between 12.02.2010 and 19.02.2010.

The questions one and two are basic demographic questions, sex and age group. These questions were made to retrieve knowledge of what is the sex of the respondents and which age groups they belong to. Questions three to six are very important open end questions which will give information about conspicuousness of the case-company and the associations aroused by the public. Also the sponsorship object choosing is being put to test by if people can connect the main sponsorship faces to the company. Question number seven is basic yes or no question about the conspicuousness of Jalas. The eighth question will provide one conception or adjective of the case-company, these answers can be mirrored to Jalas’ own values and image objectives. The ninth question is a question about where the public has seen or heard about the case-company. The tenth question is a basic question about the usage of the products, has the public ever used the products of Jalas. The last eight questions are about the associations aroused about the company in the public. There are eight claims in the questionnaire and they

are put into five point scale. The respondent has answered from 5) Totally agree to 1) Totally disagree. These conceptions can be analyzed and compared to the answered gotten from the questions four and six as well as to the case-company's own values and conceptions they are trying to give out. The translated questionnaire is in the appendix.

4.3. Introduction of the company

Jalas, also known as Urho Viljamaa Oy has been one of the leading manufacturers of special footwear in the Nordic countries. The main products are occupational and safety footwear for industry and the service sector. Jalas also manufacturers ski-jumping boots and orienteering footwear. Approximately 60 percent of the production goes to exports. The largest market areas are the Nordic countries, the Baltic countries, middle Europe and Russia. The company employs more than 200 footwear professionals and it is located in Jalasjärvi, Finland. (Jalas 2009)

In addition to products Jalas is investing in services. An example of that is a Jalas FootStop Service; it is a scanner that makes footwear selection easier for customers. This service is offered in co-operation with the retailers in all the Nordic countries. (Jalas 2009)

In 2008, Jalas merged with a Swedish Ejendals Group. A 60 year old family business Ejendals Ab is the largest manufacturer and supplier of occupational safety footwear and gloves in the Nordic countries. Jalas and Ejendals have been partners already since 1984. The number of employees is now altogether 300 and the combined net sales in 2008 amounted to almost 100 million euros. (Jalas 2009)

4.3.1. History

The long journey of Jalas began 1916 with a small tannery in the village in Jalasjärvi, Finland. Nowadays the location has remained the same, although the company has evolved during the decades out of a small scale production company to international company with exports to more than 20 countries. (Jalas 2009)

Behind every successful company there is an ability to adapt to the changes in the society and markets. That has been the strength of Jalas. In the 1940's the ski boots were included in the product range and the selection of athletic shoes was further expanded in the 1970's. The frame for today's operation was created in the mid-1980's when Jalas took control a company called Aaltonen shoe factory which was producing safety footwear. (Jalas 2009)

Today, the product range of Jalas consists of various fields occupational and safety footwear and special insoles in various sectors. The product development is taken care of the factory's own experts in co-operation with the international partners. (Jalas 2009.)

4.3.2. Values and objectives

The vision and main objective for Jalas is to develop, manufacture, market and sell superior work, safety and special footwear both in Finland and internationally. One of the main objectives is also to promote the well-being and safety of the end-users and sustainable development in society. Everything that is done at Jalas is based on customer needs, confidence and open communication. (Jalas 2009)

Everyone operating at Jalas contributes to the quality and development of their products and related services. It is a matter of honor for Jalas to achieve their goals and apply their values for the advantage of the customer. Social and environmental responsibility is truly part of Jalas' characteristics. Jalas takes pride in having an open relationship with customers, employees, and other partners. The

best words to describe the activity of Jalas would be cooperative, innovative, trusty, customer oriented and brave. (Taivalmäki 2009)

4.4. Company's sponsorship activities

The sponsoring activity of Jalas accounts for about 15-20 % of the annual marketing budget but in it are many elements which are also used in other marketing activity. All the material and pictures are from real world situations, it creates more credibility towards the products. Also added value of sport celebrities is very important. If some product is good for a professional athlete it usually is for a normal consumer. This creates a lot of positive atmosphere. (Taivalmäki 2009)

Under the brand Jalas are many different product groups which have to reach the representatives of target groups; current and new customers. Even though Jalas is a profit seeking organization, their sponsoring activity decisions are not based on the fact that which sport or event gets the most visibility or coverage. Aiming for profit in Jalas' sponsoring activity is reflecting in their actions in such way that Jalas makes all their sponsoring, supporting and patronage decisions centralized once a year. Using this method will guarantee that all the applicants get a fair treatment when all the applications are processed at the same time. (Taivalmäki 2009)

Sponsoring is one element of the Jalas brands marketing. Because the company has only one brand to sell, it needs to remind customers so that the customers will go to the retailer and will make the purchase decision. Jalas is not acting a retailer, the selling to actual users is done via more than 600 retailers. (Taivalmäki 2009)

4.4.1. Goals

By doing systematic development activity in the company will help Jalas to maintain their reputation as the pioneer of their industry, both nationally and

internationally. One of their biggest inputs in marketing and product development fields was the sponsoring actions with expedition where two men skied to both North Pole and South Pole without any external help. Jalas made footwear especially for these events; the footwear had to hold ice, snow and cold weather for 1000 km and 44 days. Jalas will take advantage of the outcome and feedback from these events. These actions also support Jalas' values innovative, trusty and brave. (Taivalmäki 2009)

4.4.2. Strategies

The sponsoring activity of Jalas is primarily focused on individual level. Jalas has made a conscious choice not to sponsor team sports because Jalas thinks that sponsoring a team sport would easily turn against them. Even though Jalas is a global brand and it is a part of a multinational corporation they think that sponsoring team sports would lead them to make unwanted and unpleasant decision. The decisions could be for example, where to sponsor, what teams to sponsor, which sport to sponsor, which event to sponsor or which age group to sponsor. Sponsoring a team sport would force Jalas to segment their activity too much and the affect on sales could be too regional and sponsoring could bring more bad health which is not the intention of sponsoring activities of Jalas. On a regional level Jalas' sponsoring activity is mostly concentrated on young people, giving little donations and prizes to locally organized drawings to support the actions of an individual or a group. One big thing which Jalas did about a year ago was that they gave their old logistics facility for youngsters to use in different sports activities. (Taivalmäki 2009)

4.4.3. Objects

Jalas wants to build their sponsoring activities to support their everyday activity, they think that sponsoring is partly charity but it always has a deeper meaning to it. Jalas' sponsoring activity is always supporting their values and thoughts. With

this strategy they want people to connect them to their sponsoring objects and get the same feeling and image about the company as they get from the objects. To support this strategy they have chosen sponsoring objects like Janne Ahonen, Marcus Grönholm and Kosti Katajamäki. All of them with their actions support the Jalas' values cooperative, trusty and brave. (Taivalmäki 2009)

Jalas also has cooperation with organization called Skills. The Skills organization is put up for young, skilled and potential people and they will compete every year in more than 40 different events. Jalas is the main sponsor for these events financially. The cooperation with Skills draws the company closer to many representatives of different target groups and it also helps Jalas to get involved in the development of young segments through one of Jalas' main values customer oriented thinking. (Taivalmäki 2009)

Jalas is trying to gain more visibility and conspicuousness in Finland and the Nordic countries by sponsoring events like Stockholm marathon and Naisten kymppi happening. Both events are also annually Jalas' staffs get together happenings which are supporting the staff to exercise, move and have fun together. Both events have had very much good feedback. These actions support the company's values trusty and brave. A marathon with safety footwear on is brave and going as a group so that now will be left behind mirrors the best Jalas' image and activity. (Taivalmäki 2009)

4.5. Reliability and validity of the results

In order to make right and reasonable interpretations from the results both validity and reliability of the results are assessed. Validity refers to a degree to which what was being measured was actually measured and reliability refers to a degree to which measures are free from random error and can provide consistent data. (McDaniel & Gates 2001, 299)

Validity means that the study is done to measure the right things. When a study is valid, it will be missing a systematical error and the results are right. The validity

of the results can be assured by making a well planned and structured questionnaire. The questionnaire should be literal that it would be valid. Making sure that the study is valid will usually need a high answer rate. (Heikkilä 2004, 29)

The validity of the questionnaire results was rather good. The research objective was to study the case-company's' conspicuousness and the conceptions aroused through their sponsorship and other actions. It is believed that the results from the questionnaire answer the wanted questions. It is also believed that the amount of answers is enough to provide valid answers. The variety of the results was good and people from both gender and different age groups are represented in the results. Some factors that might be lowering the validity are the facts that most of the respondents are located very close to each other. Approximately 60 percent of the respondents were from Vaasa, Finland and the majority of the respondents were in age group 20-30 year olds.

The reliability of the results means the accuracy of the results. If the study was repeated the results would be the same. The research results are not random. (Hirsjärvi, Remes & Sajavaara 2001, 213) The results will be reliable when the researcher has stayed focused and critical during the research. Also the number of answers will affect the reliability, usually small amount of answers create more random outcome. In the amount of the answers the basic group must also be represented, otherwise the results are pushed towards something and the reliability weakens. (Heikkilä 2004, 29)

The reliability of this study is very good. The number of answers is large enough to provide reliable answers. Only few respondents had left unanswered questions and most of the unanswered questions were open end questions. According to that the questions must have been well structured and there was answer alternatives for everyone.

4.6. Results and analysis

The objective of the research was to study the conspicuousness of the case-company Jalas. How is it known among normal people and can people connect the company and athletes that are sponsored by the company. Another important objective was to study the associations aroused about the company among people. The associations affiliated to the sponsored athletes are mirrored to the company's associations aroused among people. The amount of respondents in the questionnaire is 100. In some question the answering rate can vary from 85 to 100.

The questionnaire was executed by asking random people these following 18 questions. The answers are from different people from at least 5 different cities in Finland.

The results are collected and put into graphs with a SPSS-program. Written results and own opinions are stated after every graph. The results are divided by the gender of the respondent, that way the sex distribution of the answers can be seen.

Question 1. What is your gender? This question will give the important knowledge about the respondents' sex. The question was a basic male or female question. The gender of the respondents will be taken into consideration when making the other graphs.

From random take of the 100 respondents, 66 were male and 34 were female. In my opinion this is a good take and will provide reliable answers as Jalas might be little more male oriented brand.

Question 2. What is your age group? The age groups are divided to five different categories. The categories are also divided by the gender of the respondent.

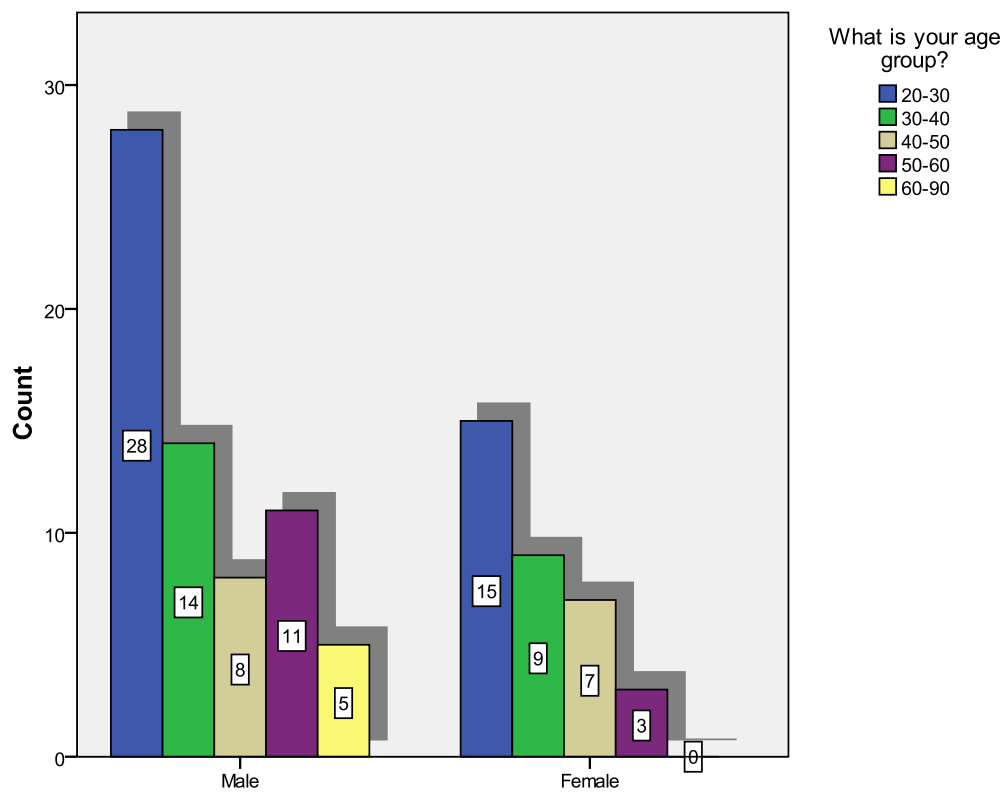


Figure 9. Age group.

From the 100 respondents, the majority was in the age group 20-30 years old. Altogether 43 out of the 100 were in that age group. The smallest group was the age group 60-90 year olds with five male and zero female respondents. In order to get reliable results that is a rather good outcome. It might have been better if the bars would little bit more even. Jalas might be little more known among older people because of its long history but I think it is an advantage to study the opinions of younger people in this case.

Question 3. To which brand would you connect ski-jumper Janne Ahonen?

This question will provide important information about the conspicuousness of the company through its choices of sponsorship objects. Do people really connect the athlete to this company? This question was an open end question and the answers will be provided as the five brands which got the most votes and rest of the answers will act as the other alternative. Also the results of how many of the respondents answered Jalas will be provided separately if it is not included in the top five answers. The answers are also divided by the gender of the respondents. All the open-end answers are provided in the appendix.

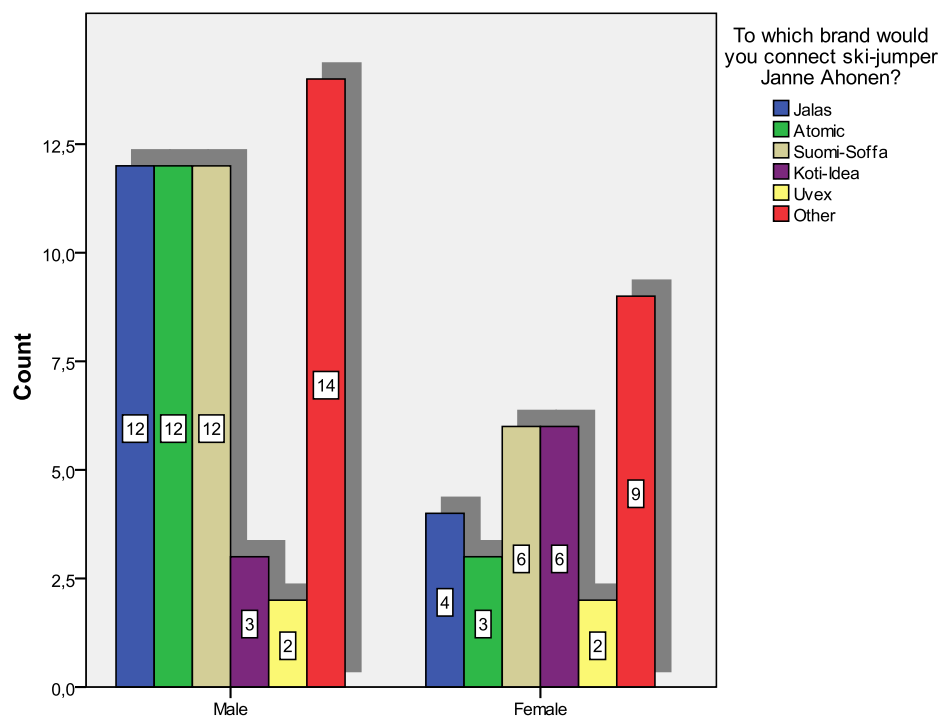


Figure 10. Brand connection to Janne Ahonen

The results of this question were very interesting. The answering rate for this question was altogether 85. As seen in the graph Janne Ahonen was connected to Jalas 16 cases out 85. 12 male and four female answered Jalas. The result is a

fairly good rate for Jalas as there are so many other brands out there and the question only allowed to mention the first brand that came to the respondents mind. Altogether Suomi-Soffa got the highest individual result with 18 answers. Jalas, Atomic and Suomi-Soffa were represented exactly the same amount at the male side. In the female side the result was quite expected as Koti-Idea and Suomi-Soffa got the highest individual results. Other brands mentioned were for example, Olvi, Karjala, Fischer, Battery, Halti and Intersport.

Question 4. What kind associations does Janne Ahonen arouse? This question is important because the results can be mirrored straightly to the questions later on about the associations of Jalas. All of the open-end answers are provided in the appendix.

- Brave
- Finnish
- Firm
- Skinny
- Eagle
- Champ
- Humorless
- Bad loser

Just to mention few of the associations which came out the most in the questionnaire. The answering rate to this question was little lower, probably because it was an open-end question. Only 62 out of 100 answered. The associations which were mentioned the most times were brave, champ and Finnish. Most of the answers were positive associations but there were also few negative thoughts like bad loser, skinny or humorless. The result of the question can be considered as a success for the comparison and analyzing later on in this thesis.

Question 5. To which brand would you connect rally driver Marcus Grönholm? This question will provide important information about the conspicuousness of the company through its choices of sponsorship objects. Do people really connect the athlete to this company? This question was an open-end question and the answers will be provided as the five brands which got the most votes and rest of the answers will act as the other alternative. Also the results of how many of the respondents answered Jalas will be provided separately if it is not included in the top five answers. The answers are also divided by the gender of the respondents. The answers are also divided by the gender of the respondents. All the open-end answers are provided in the appendix.

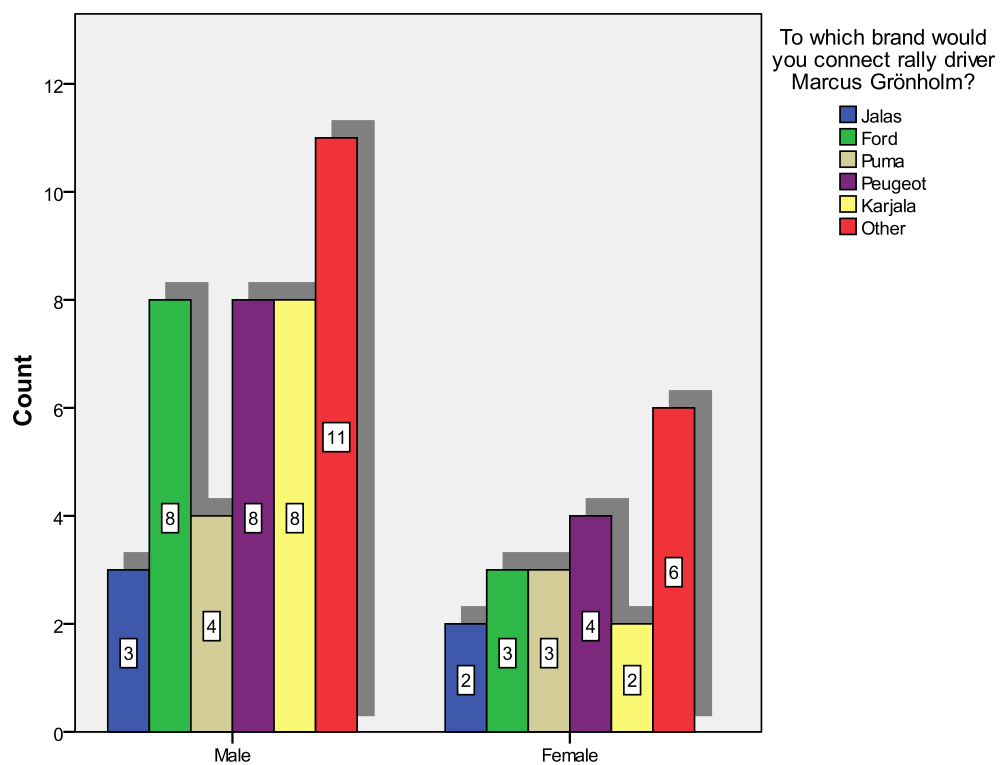


Figure 11. Brand connection to Marcus Grönholm

The answering rate for this question was altogether 92. The results were quite even. Jalas did not get a good result. People did not connect Marcus Grönholm to Jalas. Only five out of 92 chose Jalas as the brand they would connect Grönholm to. Peugeot got altogether the highest results with 12 answers, from eight male and four female respondents. Also Ford and Karjala got good results with overall more than ten answers. Other brands mentioned were for example, Suomi-Soffa, Karhu, Citroen, Valmet and Battery.

Question 6. What kind associations does Marcus Grönholm arouse? This question is important because the results can be mirrored straightly to the questions later on about the conceptions about Jalas. All of the open-end answers are provided in the appendix.

- Finnish
- Funny
- Brave
- Likeable
- Active
- Happy
- Good with the media
- Reliable
- Honest

The answering rate to this question was quite high although it was an open-end question. 82 out of 100 respondents answered and all of the answers were affiliated to positive associations. Grönholm was described as very funny, likeable, brave and reliable person. This questions will give very good outcome to the analyzing in the thesis later on.

Question 7. Have you heard of brand called Jalas? This question gives results of the conspicuousness of the brand. The question was structured as basic yes or no question. The question is divided also by the gender of the recipient.

The results of this question were expected. The estimated rate would have been around 90% to 95% of the respondents to have heard of Jalas at some point. The result is also divided by the gender of the respondent. Only one of the females had not heard of brand Jalas before and either had not four of the male respondents. Altogether 95 out of a 100 had heard of Jalas. 62 male and 33 female respondents said yes.

Question 8. What is the first association that comes in mind about Jalas? This question will give straight open-end answers to what kind of conceptions people have about the company.

- Finnish
- Traditional
- Shoes
- Old
- Reliable
- Safety
- Ski-jumping
- Factor

This was one of the main questions that that the research needed answers to. These answers can be straightly compared to the own values of Jalas. The answering rate of this question was 73 %. 73 out of 100 answered. The outcome of this question was very positive. Many of the answers were same, which usually means that the company has a certain image or is associated to something very clearly. The most mentioned association was Finnish, with 31 answers. Other popular answers were traditional, safe and shoes.

Question 9. Where have you heard about Jalas? The question had multiple choices to help the respondent. Also more than one answer could be answered. This question will provide answers to what kind of channels have people heard about Jalas.

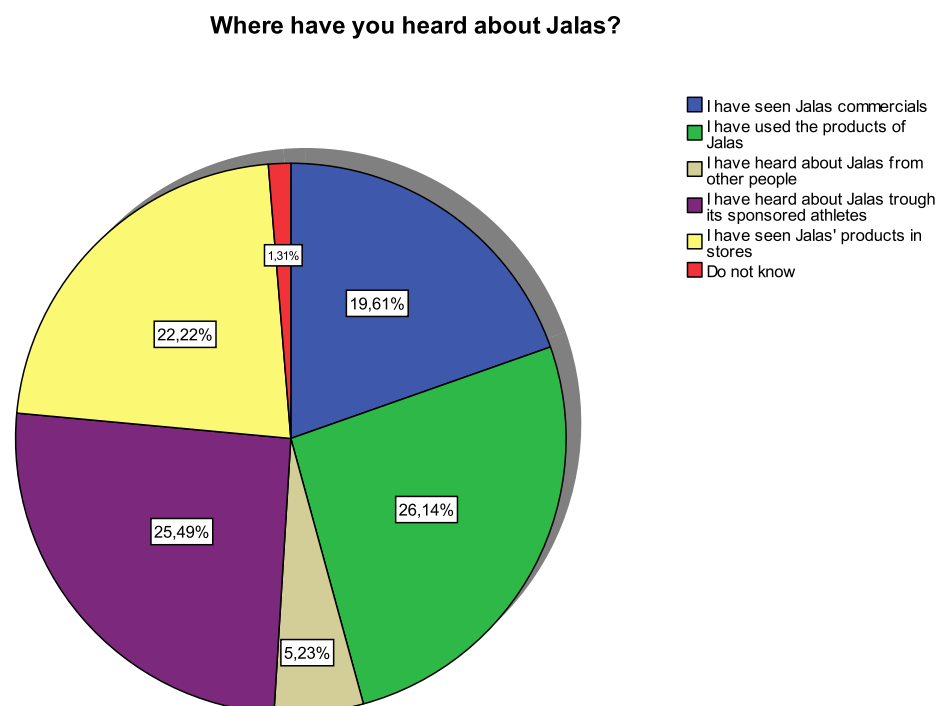


Figure 12. Conspicuousness of Jalas.

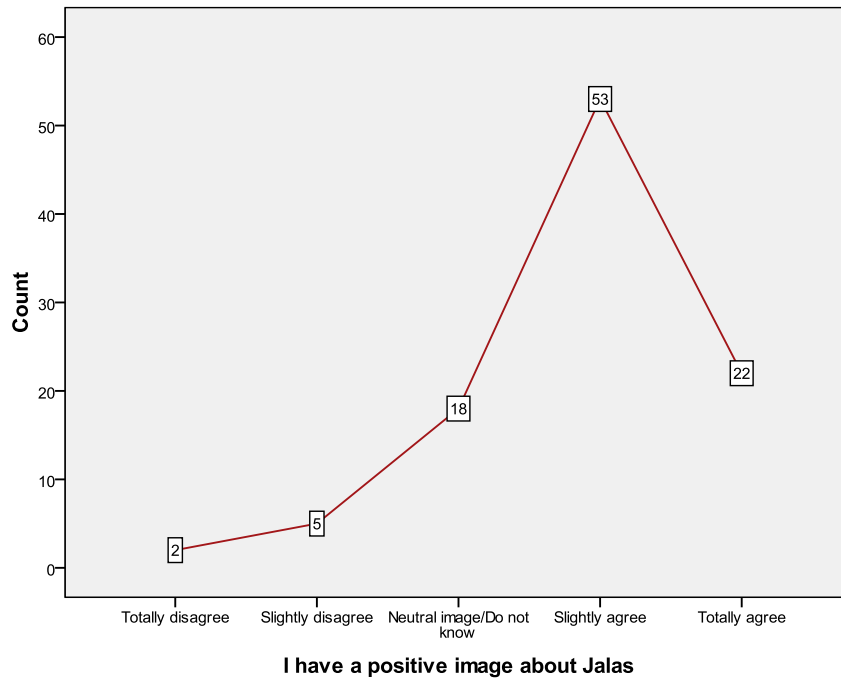
In this question the object was to get information where the respondents had received information about Jalas. More than one answer alternative could be chosen, so the number of answers in this question is 163. The biggest group was the group which had used the products and knew it from the usage experiences. The next two large groups were people who had heard about Jalas through its

sponsored athletes and those who had seen Jalas products in stores. The two smallest groups were as expected the people who had heard about Jalas from other people and those who did not know from where they associated with the brand from.

Question 10. I have used the products of Jalas. This question was to provide results about the usage of the product. The question was a basic yes or no question.

The answering rate for this question was 99 out of 100. Only 27 out of 100 had used Jalas products. 21 of them were male and 6 were female. The result in gender distribution is reliable because Jalas is a little bit more male oriented brand.

Questions 11 to 18 are claims that are measured using a five scale system 5) totally agree...1) totally disagree. These questions are important to get results about the associations people have about Jalas. These results can also be mirrored and analyzed to the result in questions four, six and eight. The answering rate to all of these questions was 100.

Question 11. I have a positive image about Jalas.**Figure 13.** Image of Jalas.

This question measured the image of the company. The majority of the respondents slightly or totally agreed that they have a positive image of the company. Only few had a negative feeling about the company. Even though this was a rather small take, it is still very important that the result is as good as it is. 75 % of the respondents are having positive thoughts and feelings about the company and its actions.

Question 12. Jalas is trustworthy.

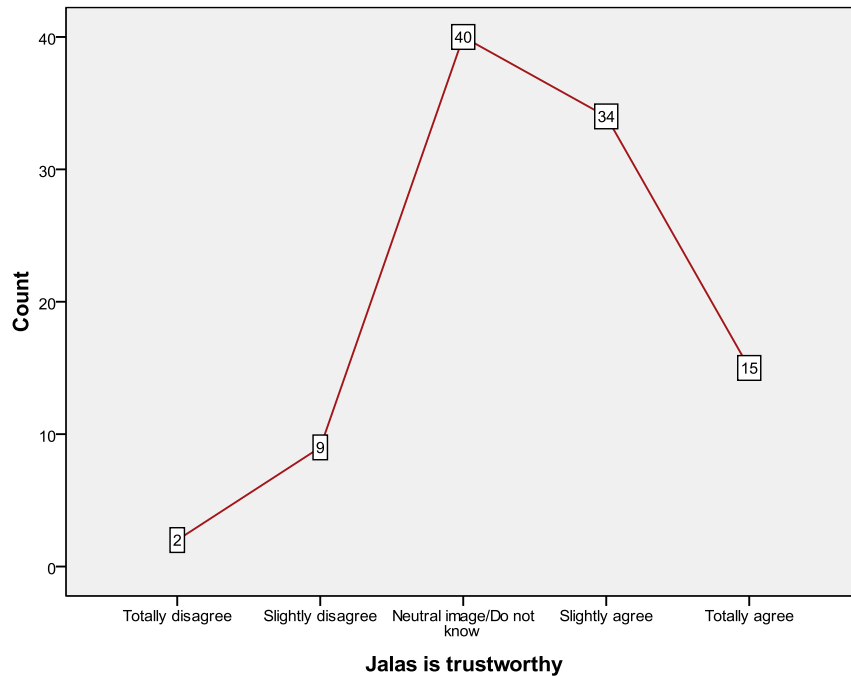
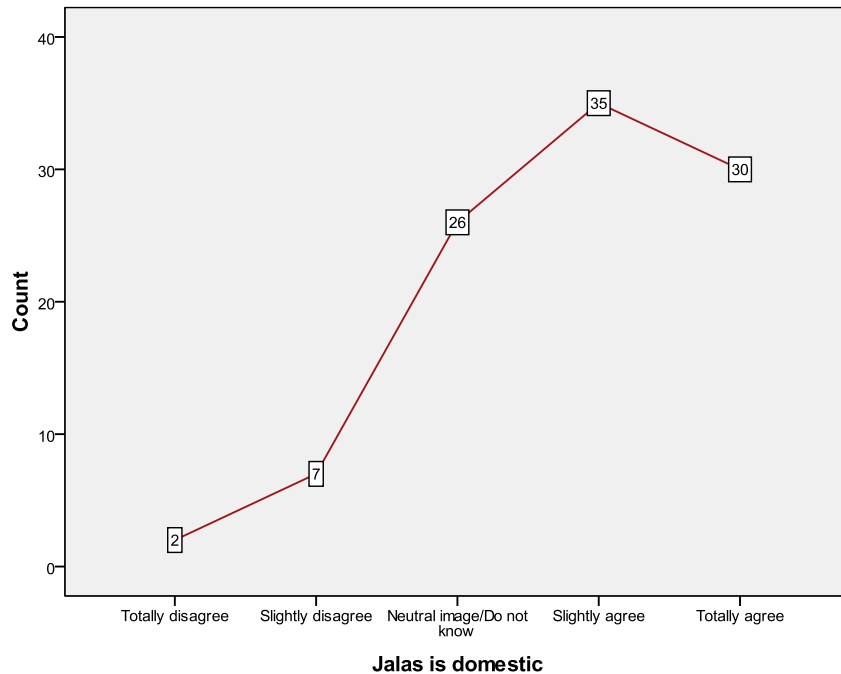
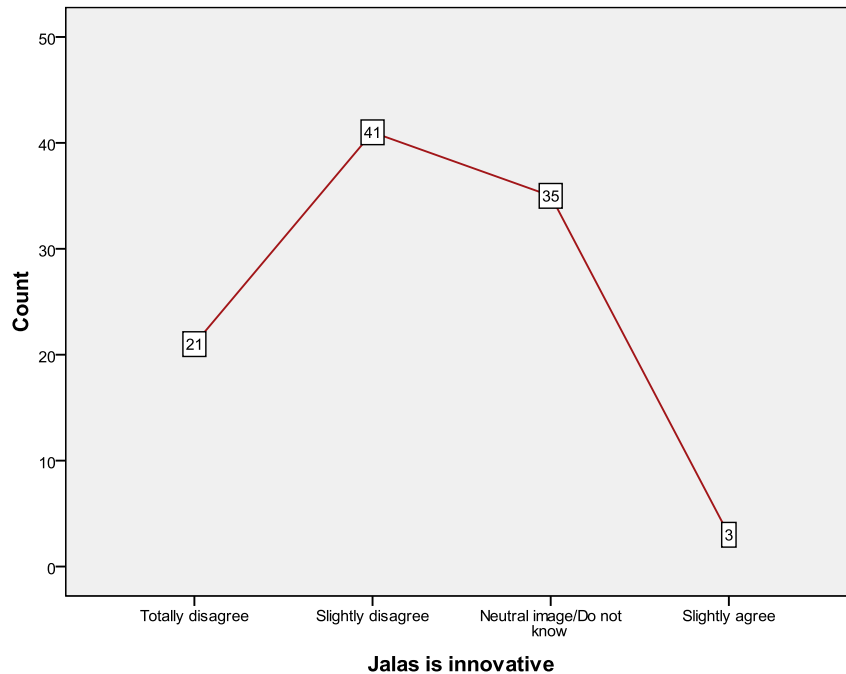


Figure 14. Reliability of Jalas.

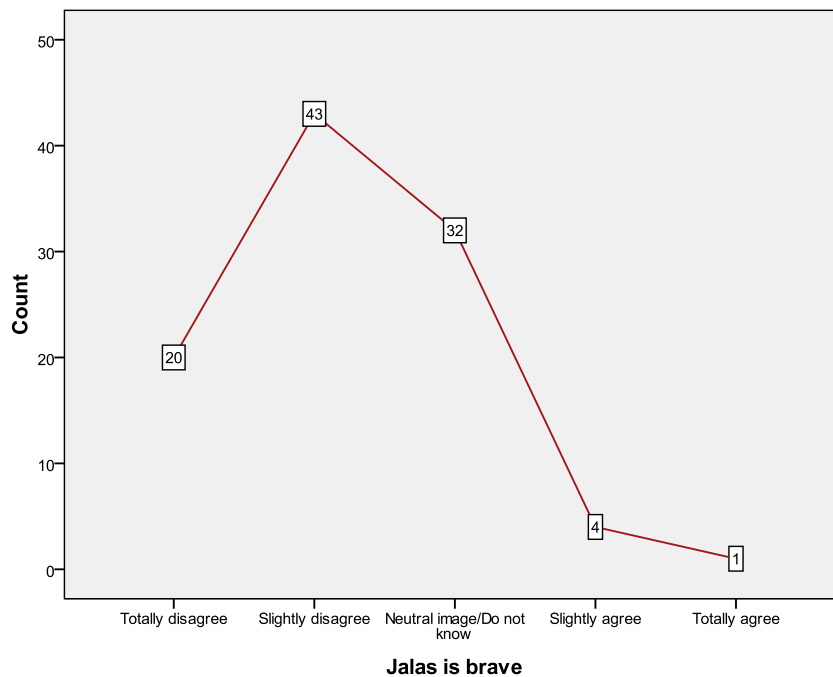
This question measured the trustworthiness of the company and its actions. The majority of the answers were in the middle of the graph. This question is quite hard if the respondent has not been in connection with the company. Almost 50 % of the respondents thought that Jalas is a slightly or totally reliable company. The result could have had more pressure towards the totally agree option because reliability is a very important thing when a customer is choosing his/her service. Being trustworthy is usually in a very high position in companies' values. As said, this was a very hard question if the respondent had not been in connection with the company.

Question 13. Jalas is domestic.**Figure 15.** Domestic level of Jalas.

This question measured the fact that is Jalas considered as a Finnish company among Finnish people. The result shows that a good majority of the respondents think that Jalas is a domestic company. Only 9 % of the respondents disagreed on the matter. Jalas is a traditional Finnish company that has maintained their valuable asset of being domestic.

Question 14. Jalas is innovative.**Figure 16.** Innovativeness of Jalas.

This claim was intended to measure the innovativeness of the case company. Majority of the respondents had quite negative associations to this claim. 62 % of the respondents disagreed on the matter and almost rest of the respondents had a neutral or do not know opinion. Only 3 of the respondents slightly agreed that Jalas is an innovative company.

Question 15. Jalas is brave.**Figure 17.** Braveness of Jalas

This claim measured if people will think that Jalas is brave in their thoughts and actions. This question provided almost the same kind of a curve that question number 14. The level of disagreement was quite high as well in this question. 63% of the respondents disagreed on the matter that Jalas would be brave. Only 5% agreed that Jalas is brave.

Question 16. Jalas is active.

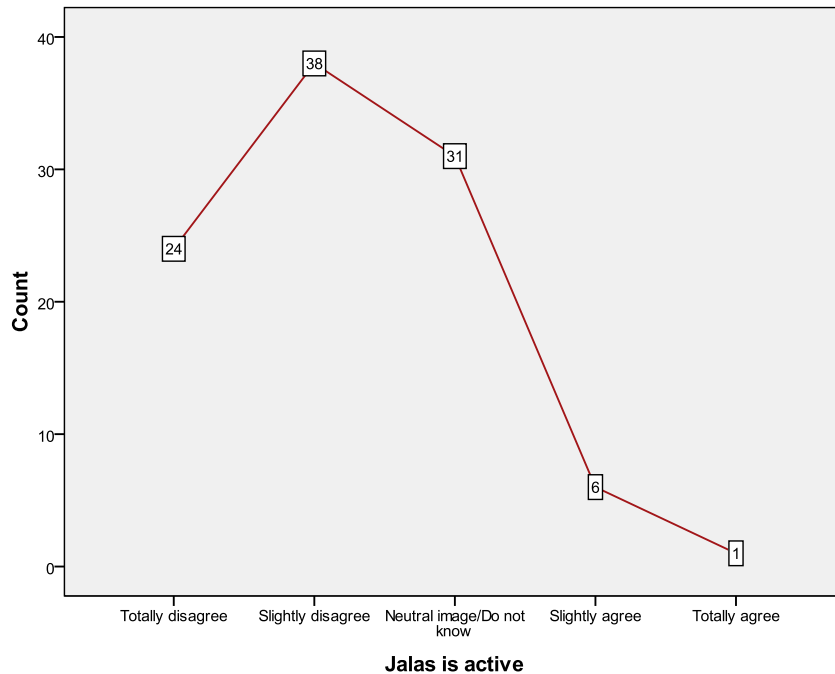
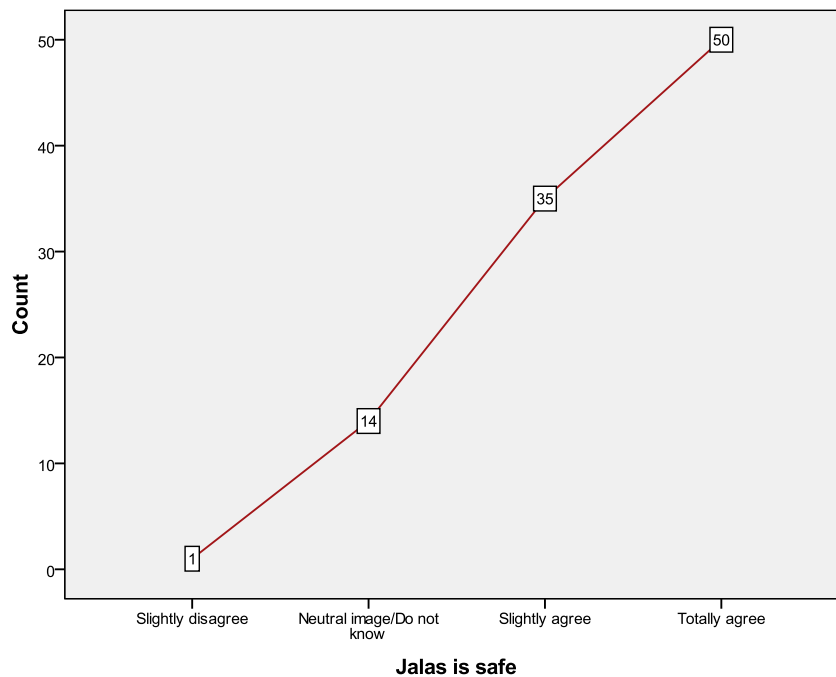
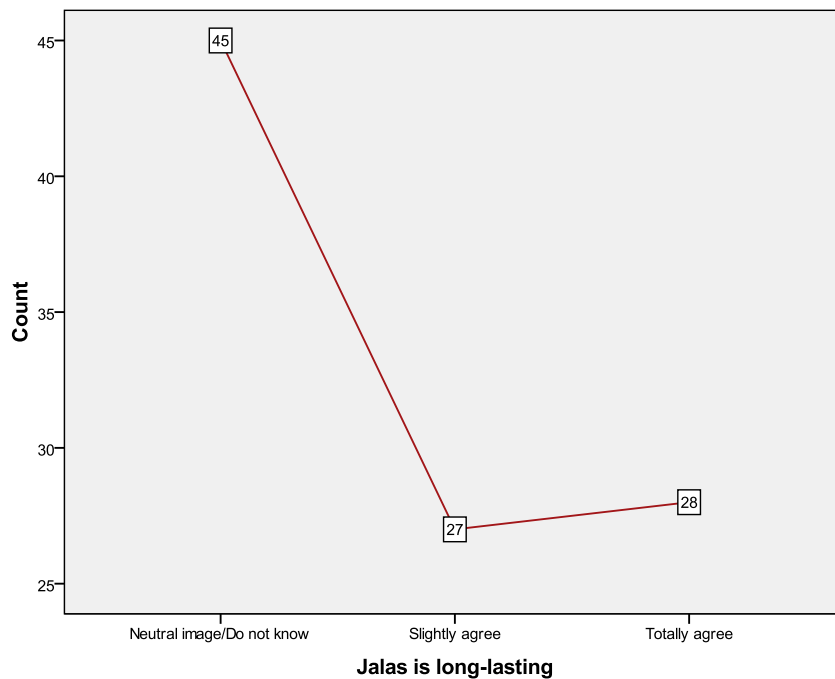


Figure 18. Activeness of Jalas.

Jalas is active claim measures the level of activeness of the company in the eyes of normal people. Being active in this case means that the company is being out there actively participating in advertising, sponsoring and other marketing field activity. This question got quite negative outcome as only 7% agreed with the claim and 38% slightly disagreed and 24% totally disagreed.

Question 17. Jalas is safe.**Figure 19.** Safety of Jalas.

This claim was about the associations regarding safety. Jalas is safe, it can mean a lot of things but in this case it was intentionally left open, so people would rely on their first thought and association. This question got many positive answers. 85% of the respondents agreed that Jalas is safe.

Question 18. Jalas is long-lasting.**Figure 20.** Endurance of Jalas.

This claim measured the fact that is Jalas considered long-lasting. This can also mean many things for example, are the products of Jalas long-lasting or is the company itself long-lasting and/or traditional. The claim was left open intentionally to get results which are measure the first association that comes in mind when considering Jalas. The results were quite positive, approximately half of the respondents had a neutral opinion and half agreed on the matter that Jalas is long-lasting.

5. DISCUSSION AND CONCLUSIONS

This chapter will go through the findings of the results in the empirical part. The findings are based on the results in the empirical part, but the discussions and opinions are writers own subjective opinions and ideas. The conclusion of the thesis is also in this chapter.

5.1. Discussion of the results in the empirical part

As mentioned earlier the aim of this case study was to provide answers to questions about case company Jalas' conspicuousness and associations aroused among people. The questions were designed to gain information about the conspicuousness of the company and associations aroused by the two chosen athletes who are being sponsored by Jalas as well as the associations aroused by the company itself. The association aroused among these two athletes and the associations aroused among the company can be compared to each other and to the actual own values and objectives of the company. Also the eight claims can be compared to the association aroused about the company and to the actual own values and objectives of the company.

The most significant questions in this study were the questions considering the connection between the athletes and the company and the questions considering the associations aroused by the athletes and the company itself.

The results of the questionnaire were very interesting and opened up some questions and gave a subject to discussion. Even though the sample size was rather small, only 100 respondents, it is believed that the main ideas and thoughts are very reliable and can be used to draw conclusions on the matter without any limitations.

It can be stated that the results in the questions about the conspicuousness of the two sponsored athletes were very different. The result of connecting Janne Ahonen to the company was rather good and flattering to Jalas. There are so many

brands out there nowadays that it is very hard to stand out. In this case Janne Ahonen is a very good sponsoring object because he is a ski-jumper and Jalas is often connected to ski-jumping and Ahonen is also a big celebrity and quite a lot in the public. In the other hand the result of connecting Marcus Grönholm to the company showed the lack of connection between the parties. Grönholm is a rally driver and there is not a straight connection to Jalas and also Grönholm was retired fully and now came back as a part time driver. Grönholm is not in the public as much as a sponsored object should be. The result about the connection between Grönholm and Jalas was a disappointment.

More about the conspicuousness of the company were questioned in the questions considering the knowing of the company and from where had the respondent heard about the company. 95% of the respondents had heard about the company at some point and that shows the real conspicuousness of the company. The result is very high and respectable. Also the fact that in the question from where had the respondent heard about the company the results among the options were quite even shows the tradition and stability of the case company's actions. Approximately 26% of the respondents had heard about Jalas through its sponsored athletes and that is a very good percentage.

It is very easy to ask questions about conspicuousness of the company and then draw conclusion on the matter. The respondent has either heard or not heard about the company. It is also easy to ask from where you have heard of this particular company. When trying to collect and compare association among different things is another thing. Collecting different associations about the company and the sponsored athletes and then trying to compare the results and make conclusions is little bit more challenging.

The main objective was to collect open-end answers about the association aroused by the two sponsored athletes and the company itself. Then in the last part of the questionnaire the actual values of the company was put to claims and the respondent had to answer all of the claims using a five scale system 5) totally agree...1) totally disagree. Then these five scale answers can be mirrored and

compared to the open end answers about the athletes and the company. That way the real associations aroused can be compared to the associations and values that the company wants to give and create.

According to Jalas the best words to describe their activity would be cooperative, innovative, active, trustworthy, customer oriented and brave. Also the basic values which probably all companies have are the facts that they want to create positive image, be reliable and honest and care for their employees. In Finland it is also a big asset that the company is considered domestic.

Positive things which came out in the open-end answers were that people considered Jalas as a domestic, traditional and safe company and connected the company right away to shoes. The association aroused among the sponsored athletes who could be connected to the Jalas' open-end questions' answers was only the fact that the sponsored athletes were also described as very domestic. None of the other associations matched between the company and the athletes. When the sponsored athletes' results are compared to the actual values of the company, the results are much more positive. The athletes were associated with facts like brave, active, happy, reliable and honest. All of these were mentioned also in the values of the company. When comparing all of the open-end answers to the five scale answers, the results are very interesting. For example Jalas' objective is to be brave, according to Jalas the braveness comes through their sponsored athletes. That fact is absolutely true; the factor brave was mentioned with both of the athletes but in the five scale questions only 5 persons considered the actual company brave. The exact same pattern repeats in the associations active and innovative. The sponsored athletes are considered something but the message is not connecting fully with the company. It is stated that the sponsored athletes are chosen well to represent the company's values and thoughts but there is a lack of connection at some point that the company is not considered having or fulfilling these values in the eyes of customers. There are also a few positive examples, Jalas was considered domestic, reliable, and safe and it had a positive image in all fields of questions.

5.2. Conclusions

The thesis was completed with the help of three main objectives. The objectives were fulfilled and the reader will get a clear idea what is sponsorship and how it is used in marketing. Also the case study provided some very interesting results and discussion.

The first objective was to define the concept sponsorship, what it is and what it is not. The study also went through the main types of sponsorship and how it is used by introducing the different strategies of sponsorship. The main objectives of sponsorship were also introduced to help understand why the organizations are doing sponsorship.

The second objective was to define sponsorship as marketing communication tool. Main goal was to investigate how sponsorship is linked to the field of marketing communication and how it is part of the marketing communication mix.

The third objective was to do a study for case-company Jalas, by using theoretical study as a framework. The case-company's conspicuousness and the associations aroused among people was studied and analyzed. Own conclusions and suggestions were also stated on the matter.

The objectives of the thesis were completed successfully and the reader should get a good idea about what is sponsoring. The case study brought up some interesting results and there might also be subject to broader study and to do little bit deeper analyzing.

5.2.1. Sponsorship as a part of company's marketing communication

In the literature the concept sponsorship was described as a company's way of doing marketing communication. It is not charity or supporting action, it is a goal oriented activity. The main objectives in sponsorship are conspicuousness, awareness and the factors connected to image. Sponsorship can be seen in a company as an indirect effect channel in both external and internal relations.

When considering the factors in awareness, sponsorship is often described as similar to advertising. Often when considering awareness, the company's external effects are pushed towards image objectives.

It is very hard to try to reach the mass by only doing advertising. Nowadays people move and select more and more. Integrated marketing communications and the usage of sponsorship is almost a condition to modern way of doing efficient business. Technology evolves all the time and will give new opportunities to connect with the masses.

Sponsorship is not straight marketing. Sponsorship affects the object group with different associations. Sponsorship does not give a straight message or buying advice, it is an indirect way of doing marketing. Sponsorship object usually gives a public face to a company and that way the company can be associated to this person every time this person is in public. In sponsorship the trend today is to sponsor less objects and get everything out of the few objects. That way the two parties can also develop a longer and a deeper relationship which helps both parties to achieve their goals.

It is stated that strategic sponsoring has a bright future ahead. It is needed and used because of its strengths. Knowhow and knowledge evolves all the time in the companies and objects. Sponsoring gets nowadays the attention that it deserves.

5.2.2. Conclusions on the case company

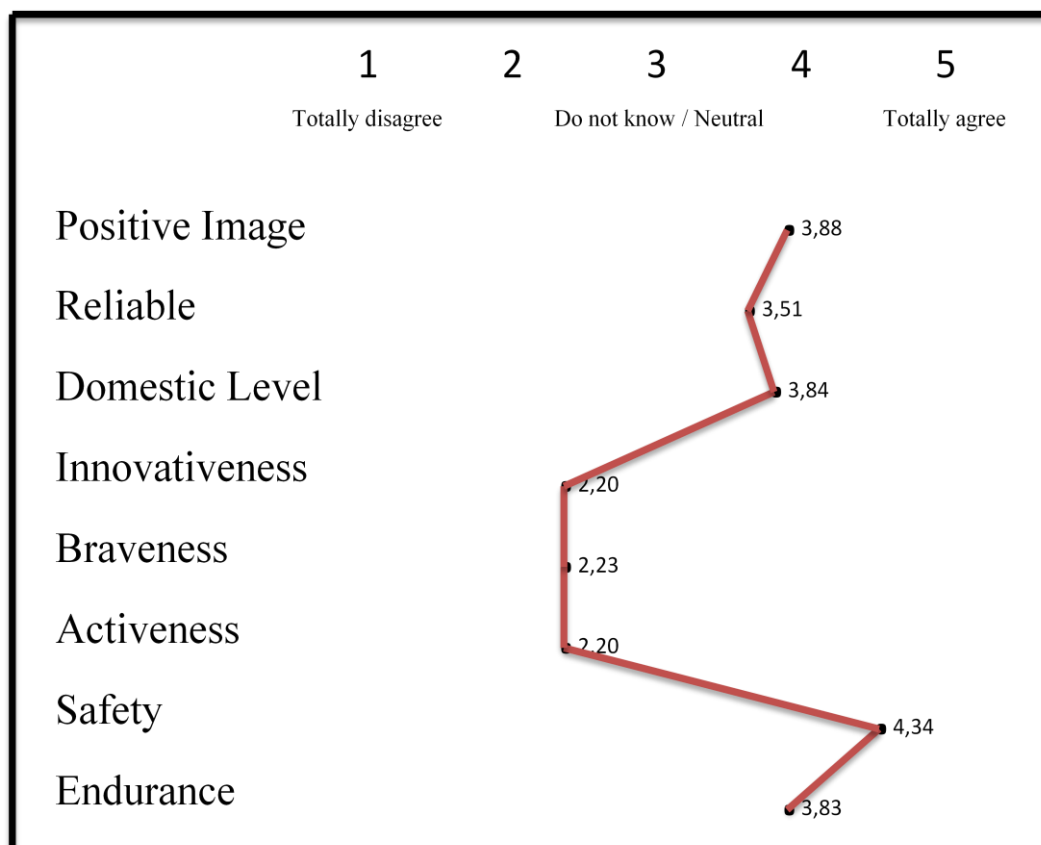
In the theory part the companies' sponsorship goals can be considered as sponsorship motives. Public relations, awareness and image factors are simplistic the core of sponsoring.

The case company Jalas' sponsoring was described as an activity which always supports their values and thoughts. With this strategy they want people to connect them to their sponsoring objects and get the same feeling and image about the company as they get from the objects. To support this strategy they have chosen

sponsoring objects like Janne Ahonen and Marcus Grönholm. Both of them with their actions support the Jalas' values cooperative, trusty and brave.

It is claimed in the research that Jalas has chosen their sponsorship objects quite well. Of course they have also other objects than Janne Ahonen or Marcus Grönholm but the objects were chosen to this study because they are probably the best known. Ahonen and Grönholm present Jalas' values and goals very well. They are considered very Finnish, brave, reliable and positive among eyes of people.

Table 3. The average rating of results of the open-end questions about the associations aroused by the company.



The problem however might be that Jalas has chosen these particular values but they are not executing them well. When it was asked is Jalas brave, active or innovative, the results were very negative. Jalas has chosen these values and sponsoring objects that represent these values, but is not representing these values themselves, at least it is not shown out to the public.

Jalas is a traditional company with a very good product and idea. According to Jalas they also want to be considered as brave, innovative and active. When the results are examined the case seems to be that Jalas is considered only as domestic, safe and reliable company. All these values are very respectable but maybe they need to be more out there and actively seek for new little more brave ideas and thoughts to support the old already functioning ideas. That way they might also be considered as more brave, innovative and active.

Bottom line the sponsored athletes are chosen carefully and they present the right things. The image of Jalas and its actions in on the other hand is another thing. That subject could be studied further on in another research.

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APPENDIX 1.

The questionnaire

Hei,

Osallistuisitko tähän kyselyyn, jota teen opinnäytetyötäni varten Vaasan ammattikorkeakouluun. Opinnäytetyöni liittyy yritysten markkinointikeinoihin ja tässä kyselyssä selvitetään sekä sponsorointia että tuotemerkkiin liitettäviä mielikuvia. Käsittelen kaikki vastaukset täysin luottamuksellisesti ja mitään henkilökohtaisia tietoja ei luovuteta eteenpäin

Kiitos,

Karri Kauko

Sukupuoli

- ☐ Mies
- ☐ Nainen

Ikä

- ☐ 20-30
- ☐ 30-40
- ☐ 40-50

☐ 50-60

☐ 60-90

Mihin tuotemerkkiin yhdistäisit mäkihyppääjä Janne Ahosen?

Minkälaisia mielikuvia Janne Ahonen mielestäsi herättää?

Mihin tuotemerkkiin yhdistäisit ralliautoilija Marcus Grönholmin?

Minkälaisia mielikuvia Marcus Grönholm mielestäsi herättää?

Oletko kuullut tuotemerkestä nimeltä Jalas?

- ☐ Kyllä
- ☐ En

Mikä on ensimmäinen mielikuva tai adjektiivi, mikä tulee mieleen ko. tuotemerkestä?

Mistä olet kuullut kyseisestä yrityksestä? Valitse 1 tai enemmän vaihtoehtoja.

- ☐ Olen nähnyt Jalaksen mainoksia
- ☐ Olen käyttänyt Jalaksen tuotteita
- ☐ Olen kuullut Jalaksesta tutuilta
- ☐ Olen kuullut Jalaksesta sen sponsoroimien urheilijoiden kautta
- ☐ Olen nähnyt Jalaksen tuotteita kaupoissa
- ☐ En osaa sanoa

Olen käyttänyt Jalaksen tuotteita?

☐ Kyllä

☐ En

Seuraavat 8 väittämää liittyvät Jalas-tuotemerkkiin. Merkitse asteikolla 1-5 seuraavasti: 1, jos olet täysin eri mieltä, 2 jos olet jonkin verran eri mieltä, 3 jos mielikuvasi on neutraali/et osaa sanoa, 4 jos olet jonkin verran samaa mieltä, 5 jos olet täysin samaa mieltä

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Minulla on positiivinen mielikuva Jalas- tuotemerkistä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on luotettava	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on kotimainen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on innovatiivinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on rohkea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on aktiivinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on turvallinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 Täysin eri mieltä	2	3	4	5 Täysin samaa mieltä
Jalas on kestävä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX 2.

The open-end question answers

Question 3. To which brand would you connect ski-jumper Janne Ahonen?

Answers:

Suomi-Soffa 18	Olvi 2	Lahti 1
Jalas 16	Karjala 2	Wilson 1
Atomic 15	Fischer 2	Asics 1
Koti-Idea 9	Battery 2	Salomon 1
Uvex 4	Jack Wolfskin 2	Karhu 1
Veikkaus 2	Intersport 2	Sportia 1
Halti 2	Finnair 1	

Question 4. What kind associations does Janne Ahonen arouse?

Answers:

Brave 13	Humorless 5
Finnish 12	Firm 3
Champ 8	Matin kaveri 2
Eagle 6	Bird 2
Skinny 5	Dull 2
Bad loser 3	Fast 1

Question 5. To which brand would you connect rally driver Marcus Grönholm?

Answers:

Jalas 4	Marlboro 1
Ford 11	Halti 1
Puma 7	Reebok 1
Peugeot 12	Adidas 1
Karjala 10	WRC 1
Castrol 3	Recaro 1
Outokumpu 2	DHL 1
Valtra 2	Koff 1
Michelin 2	

Question 6. What kind associations does Marcus Grönholm arouse?

Answers:

Funny 13	Goofy 2	Active 4
Likeable 11	Athlete 2	Good with the media 3
Brave 10	Corny 2	Talker 1
Reliable 9	Tall 1	Old 1
Finnish 8	Smiley 1	
Happy 7	Dump 1	
Honest 4	Simple 1	

Question 8. What is the first association that comes in mind about Jalas?

Answers:

Finnish 16	Factor 3
Ski-jumping 14	Dull 1
Safety 11	No fashion sense 1
Shoes 9	Jalasjärvi 1
Traditional 7	Small 1
Old 4	Preventing accident 1
Reliable 4	